



Gray Davis
Governor

California Workforce Investment Board Agenda Packet



Thursday
May 30, 2002
10:00 a.m. – 3:00 p.m.

Sheraton Grand Hotel
1230 J Street
Sacramento, California



CALIFORNIA WORKFORCE INVESTMENT BOARD

MEETING NOTICE

**Sheraton Grand Hotel
1230 J Street
Sacramento, California**

**Thursday, May 30, 2002
10:00 a.m. – 3:00 p.m.**

Lawrence Gottlieb
Chairman

Christine Essel
Vice Chair



Gray Davis
Governor

Andrew Baron
Executive Director

Stated time of meeting conclusion is approximated; meeting may end earlier subject to completion of agenda items and/or approved motion to adjourn.

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In order for the Board to provide an opportunity for interested parties to speak at the public hearings, public comment may be limited. Written comments provided to the California Workforce Investment Board must be made available to the public, in compliance with the Bagley-Keene Open Meeting Act, §11125.1, with copies available in sufficient supply.

Individuals who require accommodations for their disabilities (including interpreters and alternate formats) are requested to contact the California Workforce Investment Board staff at (916) 324-3425 at least five days prior to the meeting. TTY line: (916) 324-6523.

For further information, you can visit the California Workforce Investment Board website at <http://www.calwia.org>.

Welcome and Opening Remarks

- **Larry Gotlieb, Chair**
- **Andrew Baron, Executive Director**

Approval of December 6, 2001 Board Meeting Minutes

CALIFORNIA WORKFORCE INVESTMENT BOARD
December 6, 2001
Oakland

MEETING SUMMARY
DRAFT

On December 6, 2001, the California Workforce Investment Board convened at the Hilton Oakland Airport Hotel, Oakland. The following Board Members were in attendance:

Lawrence Gotlieb, Chair	Kathleen Milnes
Patrick Ainsworth (for Delaine Eastin)	Elvin Moon
Richard Alarcon	Michael Moreno (for Arturo Rodriguez)
Norris Bishton	Victoria Morrow (for Thomas
Kenneth Burt	Nussbaum)
Jerry Butkiewicz	Pat Paul
Kirsten Deichert (for Dion Aroner)	Roland Rapp
Kathleen Densmore (for Art Pulaski)	Jim Rostron (for Grantland Johnson)
Victor Franco	Ann Savage
Elizabeth Freeman	Rona Sherriff (for Wesley Chesbro)
Scott Hauge	Steve Smith/Mary Hernandez
Kirk Lindsey	Elizabeth Tyler
Bill Lloyd (for Gov. Gray Davis)	Jan Vogel (for Jerome Horton)
Sean MacNeil (for Patricia Wiggins)	Thomas Zenty
Richard Mendlen	

Board Staff in Attendance:

Andrew C. Baron, Executive Director
Deb Cusimano
Paul Gussman
David Militzer
Windie Scott

Welcome and Opening Remarks

Board Chair Lawrence Gotlieb welcomed all attendees and noted that the Board would function as a committee of the whole due to the absence of a quorum at this meeting.

Mr. Gotlieb noted that the state of the economy had changed significantly since June, so the focus of this meeting's presentations would be on those changes and how best to prepare for the future.

Mr. Gotlieb announced that the seminar/workshop scheduled for mid-October had been rescheduled for February 10 – 11, 2002, in Palo Alto. The aims of the seminar will be to

develop a better sense of the Board's mission and purpose, to organize effective committees, and to address key issues.

Mr. Gotlieb said discussions are ongoing among legislators, labor representatives, educational agencies, and people in the workforce community about creating a State Labor Department, with the Board included as part of the new agency.

Mr. Gotlieb said the Board staff continues to work on developing a cohesive information technology system for use by local boards and the State Board, and there is considerable opportunity for the State Board to play an important role in helping to manage and share information.

Executive Director Andrew Baron reported on recent meetings and visits to one-stops throughout the state, noting particularly visits to a business high school in Modesto, a thriving Goodwill facility in San Francisco, the Center for Advanced Research and Technology in Clovis, and citing strong links between the One-Stop and community college systems in Santa Maria. He also mentioned attending the Bay Area Partnership Summit, the annual meeting of the California Workforce Association, regional meetings with representatives of other western states, and a conference of youth practitioners. He emphasized the need to bring training and employment services directly to low-income communities.

Mr. Baron reported that the staff is establishing a number of working groups to deal with issues such as technical assistance, certification and redesignation of local areas, farm workers, and veterans. He noted that 288 applications were submitted for projects to be financed by the Governor's 15 Percent Discretionary Fund for a total request of \$257 million; the Board staff is in the process of screening and categorizing the projects.

Mr. Baron said the staff would like to host a Small Business Forum, and a work group is being established to make the arrangements. The Universal Access Work Group has held numerous training sessions on the Americans with Disabilities Act (ADA) and disability etiquette, and has provided technical assistance to one-stops throughout the state. The Assessment and Standards Work Group is working to merge a standardized physical-access and program-access self-assessment tools into a single document.

Mr. Baron said that the State of Minnesota had initiated a program of mobile vans, with computer work stations, resources, and classroom facilities, to bring one-stop services to remote areas. He sent letters to all local areas to determine their level of interest in establishing such a program in California.

Mr. Baron also said that the staff had prepared a binder giving examples of success stories throughout the state, and is taking a fresh look at all systems and processes in an effort to make the workforce training system as user-friendly as possible. He welcomed suggestions from Board members.

Beyond September 11: Adapting to New Realities in Uncertain Times

Michael Brustein provided a summary on national economic trends and their impact on Workforce Investment Act (WIA) funding. He indicated that Congress' failure to agree on an economic stimulus package is an indication that bipartisanship is dead. The airline industry and other sectors affected by the terrorist attacks are seeking relief from the federal government, but that there is still uncertainty as to how Congress will respond. The federal government appears to be taking a more "muscular" role, which is a major change from previous moves to decentralize government functions by giving more power to state and local governments.

Regardless of what action the federal government takes in the coming months, it appears there will not be enough funds to support many new initiatives. The federal Office of Management and Budget is forecasting at least three more years of deficit budgets. Although there was interest before September 11 in canceling the proposed rescission of WIA funding for dislocated workers and adult training, momentum appears to have been lost, and prospects for increased funding in the near future have disappeared.

Mr. Brustein noted that many local boards across the country have already committed all their dislocated worker funds and are unable to cope with the influx of newly laid-off workers. However, there is still a perception among legislators that state and local boards are not obligating their WIA funds in a timely manner. The State Board should work with California's Congressional delegates to impress upon them the fact that California needs more money, not less, for WIA.

Mr. Brustein stated that the General Accounting Office (GAO) recently did a study on what states have done to implement WIA. GAO conducted a series of interviews in five states, including California. They found that most One-Stop programs are not effectively integrating services, and that the nature of state bureaucracies has been counterproductive to integration efforts. GAO found that some program partners view the One-Stops as adversely affecting the quality of services. In addition, data collection continues to be a major problem for many states and locals. GAO also found inconsistencies in definitions between federal and state programs, making WIA integration even more difficult.

In looking at California, the GAO noted that private-sector representation is consistently lacking on both state and local boards. The large size of many boards was cited as an obstacle to effectiveness. California has a significant challenge in integrating its 108 community colleges, a multitude of school districts, vocational rehabilitation centers, and other workforce preparation programs.

Kenneth Burt observed that some laid-off workers may be inclined to take low-paying interim jobs to make ends meet and expressed concern about jeopardizing their eligibility for unemployment and training assistance. Mr. Brustein explained that people who are underemployed or employed in temporary jobs are still eligible for WIA programs.

Mr. Gotlieb asked about effective workforce programs in other large industrial states with multi-ethnic populations. Mr. Brustein cited Michigan and Texas as examples of states that have made head starts in workforce development; both states have developed strong relationships with employers and have marketed their programs effectively.

Jan Vogel observed that in economic downturns, recently hired welfare-to-work employees tend to be the first to be laid off; he asked about the prospects of reauthorization for the welfare-to-work program. Mr. Brustein said Congress' response is uncertain; after five years, it is evident states and local governments do not have sufficient resources to provide safety nets for former welfare recipients.

Norris Bishton asked if WIA mandates a minimum size for state boards. Mr. Brustein responded that the law specifies different constituencies that need to be represented, but the balance can probably be achieved with a minimum of 28 or 29 members, at least half of whom represent the private sector. Mr. Bishton observed that the State Board sometimes has difficulty achieving a quorum, and its large size might be part of the problem.

Kathleen Densmore suggested looking at some of the workforce partnerships developed between unions and various employer groups.

Steve Levy, Director of the Center for the Continuing Study of the California Economy, provided an overview of the economy. He emphasized that the State Board needs to focus on two basic principles: that workforce investment pays, and that universal access or equity needs to be assured for all citizens.

Mr. Levy stated that many economists view the current recession as an unpleasant but mild and relatively short-term economic downturn. In fact, the government has a number of powerful weapons that can be used to help ameliorate the situation, ranging from cuts in interest rates to extending benefits for unemployed workers. Caseloads for local offices are going up, and many dislocated workers are filling community college classrooms now that they have time for training. Although funding increases are unlikely, state and local agencies need to continue their investments in workforce development. In order to address more long-term economic needs, the State Board should strengthen programs for incumbent workers and promote career ladder programs. Cutting budgets as a way of "sharing the pain" should be avoided. It's important to invest wisely now to ensure a healthy economy in the future. Federal block grants to states serve the purpose of helping to supplement state incomes, and that tool should be used as well.

Kirk Lindsey recommended exploring ways to create jobs through entrepreneurialism, expansion of existing job markets, and economic development. Mr. Levy agreed, adding that training is not the answer to the short-term economic downturn, but it assures long-term viability. Meanwhile, a federal stimulus approach in the form of interest rate cuts and income supplementation will address the short-term situation.

Mr. Gotlieb asked for advice on increasing employer participation in workforce development programs. Mr. Brustein suggested investing in marketing and promotion of the One-Stop concept to employers and the community.

Senator Alarcon said he helped draft a bill to extend unemployment insurance benefits retroactively to July 1, 2001, for dislocated workers; he said the extension will help provide immediate income supplements to workers most affected by the recession and will allow them more time to search for the best possible jobs. Mr. Levy agreed that income supplementation was an effective tool in combating recession. He said federal block grants should be provided as temporary income supplementation to state and local governments for the same reason, so that basic services and programs can be maintained.

Senator Alarcon recommended government capital expenditures as another way to stimulate the economy. Mr. Levy said a number of state treasurers and state pension officers will be bringing a capital expenditure program to Congress soon.

Kirsten Deichert asked Mr. Brustein to comment on the nature of the roles played by state boards. She asked whether other boards serve in an advisory capacity or whether they recommend action. Mr. Brustein replied that WIA indicates the board "shall assist the governor." He noted that in some states, state boards speak for the governor and act on his or her behalf. Mr. Brustein emphasized that "to assist" has a more active connotation than "to advise."

Representatives from four local areas provided Board members with an update on activities in their local area.

Mr. Charlie Brown of the Northern Rural Training Employment Consortium (NORTEC) reported that NORTEC represents a nine-county area in the northern part of California, with a population of 580,000. NORTEC has taken the approach that its primary customer is local business. Rather than thinking of employers as placement opportunities, this approach focuses on selecting the best employees from the workforce to match employer needs. This has resulted in NORTEC developing effective programs to train incumbent workers and meet expansion and retention needs.

He stated that NORTEC focuses on two main functions: workforce development and business development. Workforce development activities include identifying employer needs, then recruiting, screening, interviewing, and referring top candidates. NORTEC programs have assisted local entrepreneurs in setting up a successful restaurant and a growing Internet-based alternator refurbishing business. On the business development side, NORTEC sponsors job fairs, employer workshops, and computer training sessions.

Mr. Ray Holland of the San Francisco Private Industry Council (PIC) stated that San Francisco is suffering from the downturn in dot-com businesses that occurred about six months before September 11, and the situation has worsened since then, with traffic in One-Stops almost doubled. The San Francisco PIC has obligated all WIA funds and there

is a growing list of people waiting to receive services. Dislocated workers range from highly-skilled computer workers to unskilled assembly and garment workers with language barriers; these disparities present a major challenge for the One-Stops.

Mr. Holland indicated that we should look at long-term solutions as well. Shortages in nursing and other industries should be addressed so that training resources can be effectively deployed.

Mr. Mike Curran representing the North Valley Job Training Consortium (NOVA) stated that Silicon Valley's economic situation has taken a significant downturn over the past several months. The region has about 620,000 jobs now, compared to about 670,000 last June, and unemployment has risen significantly, from 1 percent to 6 percent. In response, NOVA has stepped up efforts to reach more people each month, with considerable restructuring and reorganization. In addition, NOVA has been emphasizing training in transferable skills and certification areas to enhance workers' employability once the economy recovers.

Mr. Curran mentioned that Silicon Valley has a significant population of non-English speaking workers, and language immersion programs need to be developed to help eliminate this barrier.

Rona Sherriff asked whether people filing unemployment claims are made aware of other services available to them at One-Stop centers. Mr. Curran said most of NOVA's contacts are through employers. He added that Silicon Valley has a highly developed networking system that may not be available elsewhere.

Mr. Holland said the new telephone claim system has advantages and disadvantages; using the telephone is particularly difficult for people with language barriers, so there have to be other means of outreach as well.

Scott Hauge asked how NORTEC created such strong relationships with local businesses. Mr. Brown said NORTEC uses community coordinators to work with local businesses and case managers to work with workers.

Ms. Kathy Patoff from the San Diego Workforce Partnership stated that while unemployment in the San Diego area is about 3.5 percent, the system is experiencing overload. A job fair for displaced hospitality workers was widely publicized in the local media, and monthly customers have increased from about 2,200 to 4,000. The San Diego Workforce Partnership will have used all its funds by the end of January. The State Board needs to help advocate for more federal funding.

Ms. Patoff indicated that California businesses near the border have been particularly affected by the terrorist attacks. Because of tightening immigration policy and increased security, businesses at the border report revenues down about 60 percent.

Jan Vogel reported that the Los Angeles area has seen a 40 percent increase in traffic at its One-Stop centers. He noted that many workers who are not laid off are experiencing cutbacks in hours and days of work. Mr. Vogel said that after the September 11 attacks, a program was initiated to assist people in the hospitality and airline industries using funds set aside for dislocated aerospace workers. He added that such flexibility in funding is a key to effective and rapid response.

Consensus Regarding California State Youth Council Membership

Victor Franco asked for clarification regarding the purpose of the State Youth Council. Mr. Baron explained that the Youth Council would provide leadership for youth development in California through policy guidance, coordination, and youth programs. Mr. Franco recommended recruiting more members from large private-sector employers. Mr. Gotlieb thanked Mr. Franco for his suggestion and asked the staff to identify private-sector representatives from companies with entry-level positions.

There was general consensus approving the proposed State Youth Council membership. Mr. Gotlieb noted the staff would be looking for more private-sector representatives.

Identification of Key Issues for Board Retreat

Mr. Nick Bowman from the Center for Regional Leadership facilitated a discussion related to the upcoming seminar to be held in February.

Mr. Bowman began the discussion by reviewing the key findings from a recent report of the Speaker's Commission on Regionalism. The report highlights the importance of dealing on a regional basis with issues such as the economy, industry clusters, labor markets, support systems, transportation and housing, and natural resources. The report also recommended that the state provide regions with technical assistance and economic data, and that the housing/jobs imbalance be addressed in terms of a long-term solution for California's economy.

The report's other recommendations include: (1) increasing state investment in education and workforce development; (2) elevating worker productivity; (3) creating a cabinet-level labor department; (4) developing workforce investment policy for the entire statewide system, focusing on lifelong learning and advancement training; (5) improving data collection and sharing capabilities; and (6) building on the existing One-Stop center system. Mr. Bowman suggested that the report would be useful for identifying key issues for the Board's consideration at the February seminar.

He indicated that some of the issues raised during the morning session are ones that the Board might want to consider at its retreat, such as economic policy, linking workforce systems, universal applications, career strategies, data collection improvements, linkages to other systems, homeland security, and structural issues.

The following summarizes Board member's comments on potential areas of focus at the retreat:

- Jerry Butkiewicz emphasized the importance of properly educating and training disadvantaged people in California. He encouraged labor and business to work together for the good of the workforce.
- Victoria Morrow recommended discussing whether the State Board should focus on workforce policy in general or more narrowly on workforce policy as it relates to federal funds.
- Patrick Ainsworth suggested looking at the recertification of boards and structural issues.
- Kenneth Burt emphasized the need to look at both the high and low ends of the economy, focusing on ways to help the economy grow and to ensure upward mobility opportunities for workers. He recommended providing job seekers with information on the skills and occupations likely to be in greatest demand in the future.
- Kathleen Milnes said industries and industry employees should be driving the workforce preparation effort.
- Senator Alarcon requested discussion on the idea of forming a cabinet-level labor department. He added that California has a dismal history of not taking care of its poor, so labor and employment concerns need to be given a higher priority.
- Kirk Lindsey recommended talking about ways to encourage private-sector involvement.
- Scott Hauge proposed discussing how the State Board works with local boards.
- Elizabeth Tyler raised the issue of the role of the State Board in certifying the composition of local boards.
- Jerry Butkiewicz suggested looking at ways to address shortages in certain industries.
- Rona Sherriff recommended that the State Board identify a few key priorities for the next few years. She was interested in discussing ideas for building on the state's existing investment in One-Stops.
- Kirsten Deichert proposed discussing ways of better integrating the numerous workforce preparation programs statewide. She recommended working to dismantle "silos" of funding.

- Pat Paul noted it might be helpful to establish some subcommittees to work on key issues.

Mr. Bowman encouraged Board members to call the staff with additional suggestions for retreat topics.

Consideration and Consensus Regarding the Annual Report to the Department of Labor

David Militzer noted the annual report provides three types of information: a report on expenditures in the last program year, performance results, and evaluation activities. He said California exceeded its goals in all performance measures dealing with employment, retention, and earnings; outcomes for youth credentials and high school diplomas are not accurate because these types of data were not collected as part of the earlier Job Training Partnership Act system. Mr. Militzer added that data for the first quarter of this year indicates much better performance in these areas.

Kirk Lindsey commented on the absence of proactivity in the report. He noted the document consists of a historic accounting of past activities. He suggested it might be better to make recommendations and take more initiative in future reports.

There was general consensus in favor of forwarding the report to Governor Davis with the recommendation that he sign and forward the document to the U.S. Department of Labor.

Adjournment

Mr. Gotlieb thanked Board members for their attendance and participation. He reminded Board members that the next meeting of the full Board is scheduled for February 10-11, 2002, in Palo Alto.

There being no further business, the meeting was adjourned.

Discussion and Consideration of Board's Strategic Plan



Lawrence Gotlieb
Chairman

Christine Essel
Vice Chair

California Workforce Investment Board



Gray Davis
Governor

M E M O R A N D U M

Date: May 20, 2002

To: California Workforce Investment Board

From: Ad Hoc Planning Group: Larry Gotlieb, Chris Essel, Art Pulaski, Kirk Lindsey, Tom Zenty and Marsha Kwalwasser

Re: Attached Draft of California Workforce Investment Board
Strategic Plan for FY 2002-2003

At the Board Seminar in February, we developed a set of strategic priority goals to be used as the foundation for the development of a Board Plan for the next fiscal year. This was our first attempt to engage ourselves – Board member to Board member – with the goal of reaching consensus on a manageable number of areas to focus our work.

This effort does not replace the Five Year Workforce Investment Act Plan submitted, consistent with Federal requirements, by the Board through the Governor to the Department of Labor. Rather, this supplements the State's Five Year Plan by developing Board priorities and providing us with a guide for our work.

This document reflects a great deal of hard work on the part of the Board Planning Group, the staff, and the consultants in building on our work at Stanford and developing a plan that holds to the spirit and intent of the Board Seminar in February. While we view it as a living document that can and perhaps should be refined as we move forward, we offer it to you for your review in preparation for consideration at our May 30, 2002 Board Meeting in Sacramento.

Prior to the May 30 meeting, we strongly encourage you to contact Paul Gussman at the Board Office with any and all feedback. His phone number is 916 324-1250, email <pgussman@cwib.ca.gov>. Your feedback will help organize the discussion of the Plan at the Board Meeting.

Thank you very much for your attention.
Enclosure

California Workforce Investment Board



Strategic Plan for FY 2002-2003
Draft ~ May 20, 2002

INTRODUCTION

This document is the Strategic Plan for the California Workforce Investment Board (State Board) for the fiscal year 2002-2003. ***The purpose of this Strategic Plan is to provide a practical roadmap for action for the State Board and staff.*** This plan is the Board's work plan for the coming year in fulfilling its statutory obligations to:

- Support the implementation of *California's Five Year Plan for Title I of the Workforce Investment Act of 1998 and the Wagner-Peyser Act* (federally mandated by the Workforce Investment Act (WIA) of 1998), and
- Provide overall guidance to the State's workforce development system.

The State Board defines workforce development as education and workforce preparation linked to economic development. California's workforce development system is composed of the institutions and programs by which people are educated, trained, and retrained for employment and participation in the labor force. Included are all segments of the system - from K-12 education and postsecondary institutions such as community colleges and four year institutions - to public and private sector training programs and the workforce activities of labor and community-based organizations (Stephen Levy, *Shared Prosperity and the California Economy*).

California's workforce development system must provide its customers – employers and workers – with the information and services they need to obtain education, training and skills upgrading responsive to the career opportunities and industry requirements of today's and tomorrow's competitive global economy. The State Board recognizes the diversity of community needs, and of local and regional responsibility for systems to meet these unique needs.

The State Board's role is to develop and promote the *policies* necessary to facilitate statewide system-building and support local system-building, while its partners – chief elected officials, Local Workforce Investment Boards (LWIBs), One-Stop Career Center operators, training providers and others – are responsible for *local system-building, program outcomes and performance*.

This Strategic Plan sets overall policy direction for the work of the State Board. The Plan was developed through a new process that began with a Strategic Planning Seminar, held by the State Board in February 2002 at Stanford University (see Seminar Proceedings: *Investing in the California Workforce of Tomorrow* – www.calwia.org).

A working group of State Board members, led by the Board Chair and supported by staff and consultants, developed the Plan based on priorities developed during the Seminar. It identifies five specific high-priority goals and actions to make measurable progress toward those goals over the coming year. The five strategic goals are:

- 1. To ensure that all partners have the most timely, relevant information about Changing workforce needs and investment opportunities.***
- 2. To be an effective partner and advocate, and bring system partners together.***
- 3. To create, nurture and reward a culture of innovation.***
- 4. To raise the quality of the “field of Practice” and performance of the overall workforce development system.***
- 5. To ensure administrative excellence, including compliance with WIA requirements, to support achievement of all strategic goals.***

This Strategic Plan is meant to a dynamic document – a work in progress - to be reviewed and revised on an ongoing basis as circumstances warrant. It will be used to inform staff planning and day-to-day management and operations. The current work of the State Board and staff will be aligned to support the implementation of this Plan. It is expected that the State Board will reconvene early in 2003 to review progress in accomplishing goals and begin the strategic planning process for the next fiscal year.

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I. BACKGROUND

The California Workforce Investment Board

In August 1998 the U.S. Congress passed the Workforce Investment Act (WIA) to replace the Job Training Partnership Act (JTPA) beginning July 1, 2000. The Act implemented major reforms in the nation's job training system, and provided guidance for statewide workforce investment systems to increase the employment, retention and earnings of participants. With a strong emphasis on private sector involvement, customer service, and better alignment of public sector resources, the system is intended to help both workers and businesses compete and succeed in the challenging global economy.

In October 1999, Governor Gray Davis issued an Executive Order appointing members to the California Workforce Investment Board (CalWIB) to guide the State's implementation of WIA. The State Board, which includes State and local policy makers and key business leaders, provides policy recommendations to the Governor regarding all aspects of WIA implementation, including provision of integrated services and program accountability. It is also responsible for establishing the vision and goals for California's overall workforce investment system (See Appendix 1 for current list of Board members and industry sector representation).

During 2000, the State Board adopted *California's Five Year Plan for Title I of the Workforce Investment Act of 1998 and the Wagner-Peyser Act*. This plan is required under law and is submitted to the U.S. Department of Labor. During 2001, the State Board was actively engaged in a number of initiatives to accomplish its goal of building a comprehensive workforce development system – both to sustain California's economic prosperity and to provide workers with the skills they need to participate in this prosperity.

Coming to the end of the complex transition phase from JTPA to WIA in 2001, and faced with new challenges from the slowing economy, the State Board sought to step back and reflect on the most strategic way to conduct its work in the upcoming year. This process was further impacted by shifting priorities and needs resulting from the events of September 11th.

The Governor's Proposal to create a Labor and Workforce Development Agency has added new dimensions and opportunities in considering the State Board's role and ability to impact workforce development. As the Governor noted in his proposal, the State currently has multi-billion dollar job training programs administered by a number of state agencies, and these programs need to be more effectively integrated into the new federally mandated workforce development system created by WIA, with the State Board overseeing the implementation of the new system. The recent launching of the California

Youth Council and its technical assistance arm, the Youth Council Institute, is another opportunity to energize system partners, who are working to create an “All Youth One System” framework to serve the education and workforce preparation needs of youth.

The State Board Strategic Plan

The February Strategic Planning Seminar provided a new knowledge base for thinking about how the State Board could best add value in building an effective workforce development system that serves all Californians, businesses and communities. Based on the discussion of strategic priorities, possible actions and next steps, the State Board developed a framework for a Strategic Plan, upon which this document is based.

At the same time, a great deal of work has occurred since the beginning of the year regarding the proposed Labor and Workforce Development Agency and the reorganization of the State’s workforce development functions. Activities have included legislative hearings, stakeholder convenings and analysis of training programs by the Governor’s Workforce Development Task Force, and a hearing and organizational analysis by the Little Hoover Commission.

The State Board’s Strategic Plan also seeks to capitalize on the key areas of opportunity raised in the Little Hoover Commission’s Report *Only a Beginning: The Proposed Labor and Workforce Development Agency* (2002), namely that the State Board:

- Can increase its potential as a business-led advisory group that defines standards, advocates for improved performance, and documents both progress and shortcomings of the workforce development system.
- Has the ability to be a forceful venue for developing a policy agenda.
- Has the greatest potential to unite the efforts of the State’s many disparate job training programs so that local agencies can better serve their communities, including linkage with key employers and regional industry sectors.

Several important policy issues are on the horizon for the coming year with the federal reauthorization in 2003 of legislation dealing with workforce development, education and welfare reform. The outcomes will affect the implementation of the State’s workforce development strategies. ***The Board’s Strategic Plan needs to provide both structure and flexibility in dealing with its ongoing responsibilities and emerging federal, state and local issues.***

The Strategic Plan articulates what the State Board will do to improve California’s workforce development system, in collaboration with its administering entity, the Employment Development Department (EDD) and its many other partners. It describes how the State Board will organize itself to accomplish its five strategic goals, supported by the CalWIB staff. According to the priorities developed by the State Board, its value-added role will be to improve system inputs and outcomes by committing to:

- **Ensure that all partners have the most timely, relevant information** about changing workforce needs and investment opportunities, at the local, regional and statewide levels.
- **Be an effective partner and advocate**, and bring system partners together, for the benefit of the entire workforce development system.
- **Support, nurture and reward a “culture of innovation,”** both through its own investments and by leveraging the resources of other partners.
- **Raise the quality of the “field of practice” and performance** of the overall system.
- **Ensure administrative excellence**, including timely compliance with WIA requirements, to support the accomplishment of all strategic goals.

This approach recognizes that the State Board’s role is not to deliver services or manage agencies. Rather, it is to use its influence and leverage through its policy role to help define the broader goals of the overall system in achieving success, to work with its partners to achieve this success, and to hold all parties - itself included - accountable for achieving success.

The remainder of the Strategic Plan document is organized as follows:

- I. Vision for Workforce Development and Investment, included shared aspirations for workforce “success”
- II. Strategic Goals – the priorities for State Board action
- III. Priority Actions and Implementation Tasks – the detail for the work plan
- IV. Organizing Ourselves to Move Forward - implementation responsibilities and timelines
- V. Appendices

II. VISION AND MISSION FOR WORKFORCE DEVELOPMENT AND INVESTMENT IN CALIFORNIA

Vision

The California Workforce Investment Board adopted the following Vision Statement in December 2000:

“In order to achieve sustainable economic growth, meet the demands of global competition in the modern economy, and improve the quality of life of all Californians, California shall have a comprehensive workforce development system of education and workforce preparation linked to economic development that sets the standards for the nation and the world.”

In February 2002, the State Board elaborated on this vision by identifying its aspiration for the success of the overall workforce investment system five years from today. State Board members shared these aspirations:

- Workforce development and investment is a central means to increase widely-shared economic opportunity, wages, productivity, home ownership—in short, upward mobility for all Californians.
- Workforce development and investment is a central means to decrease poverty and income inequality, and our reliance on imported skilled labor as a substitute for preparing California’s diverse, talented, and motivated population for economic opportunity.
- Workforce development and investment to prepare a world-class labor force is essential to the overall competitiveness, innovation, and leadership position of the California economy.

These aspirations are far broader than WIA program impacts. They reflect the commitment of the State Board that the State’s workforce development resources, policies, and activities have the greatest possible return on investment, and that the State Board has a leadership role in making this happen.

Mission of the California Workforce Investment Board

As noted in the Introduction, there are many participants in California's workforce development system at the local, regional and state levels. However, the California Workforce Investment Board is a unique position to promote the **overall** success of the system. Thus, the State Board's mission is:

To provide strong leadership in achieving the success of the overall workforce development system, for the benefit of all California – its people, businesses and communities.

To accomplish its mission, the State Board will be guided by the following shared beliefs:

- We believe that our full scope must be the entire workforce development and investment system in California – not just activities funded by the federal Workforce Investment Act.
- We believe that our unique role in workforce development and investment is to lead by informing and leveraging action, not by delivering services or managing categorical programs.
- We believe that our support role is to help our partners serve the system's primary customers - the people, employers and communities of California – with the State Board helping to forge productive, lasting relationships among them.
- We believe that our biggest investment opportunity lies in ensuring that people have the skills to move into and through career progressions that create a rising standard of living and keep the California economy innovative and prosperous.
- We believe that our focus for investment strategies must be local, regional and statewide - for California is a state of diverse regional economies and labor markets, but there are also common needs requiring broader collaborative action.
- We believe that our State should be among the national pace-setters in workforce development—as we traditionally have been—settling for nothing less than the development of a world-class workforce investment system for our people and employers.
- We believe that our long-term success resides in improving the quality of life, with opportunity for all Californians to participate in this success.

III. STRATEGIC GOALS

The ongoing success of California’s workforce development system depends on the quality of its inputs, operations, and outcomes. The State Board will improve the quality in each of these areas by making measurable progress towards achieving five high-priority goals:

- 1. To ensure that all partners have the most timely, relevant information about changing workforce needs and investment opportunities.*
- 2. To be an effective partner and advocate, and bring system partners together.*
- 3. To create, nurture and reward a culture of innovation.*
- 4. To raise the quality of the “field of practice” and performance of the overall workforce development system.*
- 5. To ensure administrative excellence, including compliance with WIA requirements, to support achievement of all strategic goals.*

The following sections present background for each of these goal areas and describe the strategies and actions the Board will implement to accomplish these goals. Figure 1 at the conclusion of this section summarizes the State Board’s framework for the Plan.

Strategic Goal 1. To ensure that all the partners have the most timely, relevant information about changing workforce needs and investment opportunities.

The State Board will improve system “inputs” by ensuring that all participants (people, firms, education and training institutions, and others) have the best, most forward-looking information about changing regional economies and labor markets—as well as insights into relevant technology, market, and demographic trends.

The fast-moving nature of the California economy makes it difficult for system partners to keep pace. The best way to improve the quality of information about emerging trends and needs is to learn about changing conditions more quickly and comprehensively from California employers. To “sense” changes as they are happening will require a new mechanism among employers and between employers and the rest of the system.

In addition, there is much that can be done to maximize the value of existing labor market information collected by state government – from packaging the data in more useful ways, to doing further customer-driven research that identifies demand occupations, skills requirements and career progressions. At present, there are many barriers to data acquisition from the local level, and difficulties in linking labor market and economic

information to meet “real-time” needs. The State Board has a statutory responsibility under WIA to develop the statewide employment statistics system.

The State Board will help build the necessary foundation for better planning, investment and implementation throughout the system in the following ways:

- Bring the knowledge and understanding of the employer community to the table.
- Develop and disseminate excellent, market-driven economic, labor and other information.
- Provide direction for the State’s research agenda on economic and labor market issues, in collaboration with the new Agency Secretary and the California Economic Strategy Panel.
- Provide the policy forum to examine the critical issues facing the workforce system.
- Recommend policies to improve information access, guide funding investments strategically, and address critical issues.

Over the next year, the State Board will use its ability to connect with employers by creating systematic ways to gain information from them, and assess and report out their views about emerging trends. It will also act as a “listening post” to identify and raise up issues affecting the overall workforce investment system. The State Board’s Small Business Workgroup and the Farmworkers Workgroup are examples of playing this role.

The State Board, with administrative support to be provided by Employment Development Department/Labor Market Information Division, has just entered into an interagency agreement with the Technology Trade and Commerce Agency to develop updated regional economic base analyses, perform industry cluster and cross-regional economic and labor studies, and assist the State Board with the publication of a monograph series on California Labor and Economy Issues. The topics will be based on new information and findings that emanate from the research efforts, and issues identified by the members of the State Board through its employer outreach and “listening” efforts.

Strategic Goal #2. To be an Effective Partner and Advocate, and Bring System Partners Together.

The State Board will improve the workforce development system by ensuring that collaboration becomes standard operating procedure—that different organizations and levels within the system can connect easily and work together effectively, and are working from a shared system-wide vision. The State Board strongly desires that partners at both the State and local levels move beyond categorical program/silo thinking and funding, and work together to build a comprehensive workforce development system.

Many policy reports have identified that the fragmented State system continues to impede the success of local program performance, and that there is an inadequate linkage between workforce and economic systems. Several have noted recently that the State Board has the greatest potential to address these issues.

The State the Board also can have an impact by assisting the local WIBs and One-Stops in their capacity to improve planning and implementation (service delivery). Targeted areas of need identified at the Strategic Planning Seminar include: 1) helping local WIBS identify and recruit employers in key regional industry sectors, and 2) helping improve the effectiveness of the State system of One-Stops, including adoption of best practices and marketing to raise customer awareness of the system, especially for employers.

The State Board will help to create an environment conducive to collaboration and better performance in meeting California's workforce needs in the following ways:

- Guide the development of a shared vision for the workforce development system's success.
- Partner to redefine the State's overall 5 Year Workforce Development Plan, with a broadened scope ("beyond WIA").
- Reward collaboration in planning and implementation.
- Solve problems, in particular by helping to identify and remove barriers, especially at the State level to assist the local partners.
- Advocate for the overall system, brokering agreements to focus and align resources, and leveraging resources from within and outside of the "system" to support the partners.

The mechanism for expanding the process of collaboration with and commitment of the partners to achievement of broad system goals will begin with a reworking of the State's 5 year WIA Development Plan. The updated plan will include a WIA compliance plan as an element but not as the sole focus of the State's 5 year Workforce Development Plan.

During the coming year, the State Board will prototype a new system-wide planning process that develops a shared vision and system design, identifies clear outcomes, and identifies specific actions to 1) overcome barriers to collaboration and 2) align and leverage resources toward common goals. Through this process, other workforce plans (e.g., the Perkins Plan) will be reviewed and integrated with the 5 Year State Plan. This updated plan will be the practical document for improved system performance.

The State Board has several vehicles for partner coordination and collaboration, including the California Youth Council and Youth Council Institute, interagency agreements with the Community Colleges and the Department of Education, the Performance Based Accountability Committee, workgroups with diverse representation, and federal and large state relationships (see Appendix 2 for a list of activities and participants). In addition, this process will include outreach to actively engage employer and business groups, labor, economic development entities, and collaborative industry cluster partnerships.

The State Board also will assist the local WIBs with filling gaps in Board composition around key regional economic sectors, and improving the engagement of the private sector. The process for certifying local boards will include support for local Boards in their work with local Chambers of Commerce, economic development organizations, and other employer groups. The State Board will improve the effectiveness of the State's network of One-Stop Career Center systems, especially through proactive marketing and outreach.

Strategic Goal #3. To Create, Nurture and Reward a Culture of Innovation.

The State Board will improve system “operations” by ensuring that new approaches are actively encouraged and rewarded, with both successes and lessons learned – including learning from our “failures” - being shared widely. Several of the State Board Workgroups, such as Universal Access and those for special populations, already have as a core focus the identification and promotion of new models and best practices.

Building on its experience with developing a program for the Governor's WIA 15% discretionary funds, the State Board will help create an ongoing culture of innovation and learning within the overall workforce system in the following ways:

- Define clearly what is meant by “innovation,” both in incentive fund projects and other types of projects including “day-to-day” program operations.
- Spotlight and document best practices, including those within and outside of California through research, convening, information dissemination and creation of an ongoing “learning network” among the State Board's and partners' grantees.
- Target funds for innovation, in accordance with clear criteria.
- Leverage funds, including from foundations and other system partners, to support overall system innovations.

Using the State Board's experience with the 15% discretionary funds, it will develop the conceptual innovation investment framework for an incentive fund, including to: define innovation (i.e., breakthrough thinking and action), set investment criteria and priorities, determine proposal solicitation and review procedures, and develop an investment plan. It will also incorporate the findings of a forthcoming evaluation of 15% WIA discretionary projects, and move forward on leveraging, research, convenings, and information dissemination. In coordination with its partners, the State Board will leverage resources, including technical assistance and mentoring, for those interested in replicating innovative models.

The “learnings” from this work will be helpful in supporting the adoption of innovation strategies with other WIA funding at the local level and resources such as the Employment Training Panel, and California Department of Education and Community Colleges funding.

Strategic Goal # 4. To Raise the Quality of the “Field of Practice” and Performance of the Overall Workforce Development System.

The State Board will improve overall system “outcomes” by helping to set the standards for defining, measuring, and achieving meaningful progress in workforce investment in California (Return on Investment), and helping everyone do better with the practice of measurement and performance. At the Strategic Planning Seminar, progress was considered in the broad sense of improving quality of life through an improved standard of living.

At present, WIA requires that States and local Workforce Investment Areas meet 17 specific performance goals (see Appendix 3). Overall, California has performed well although challenges remain in meeting a few of the measures. In addition, there is a Performance Based Accountability (PBA) system, created by state legislation and staffed by the State Board, that is an interagency process measuring the outcomes of participants in California’s diverse education and workforce preparation programs (see Appendix 4 for description).

While the State Board supports improvements in these practices and outcomes, it strongly desires to focus on the performance of the overall system rather than categorical programs in meeting the needs of local communities and regional economies. The State Board will assist in the performance and measurement of the overall system in the following ways:

- Define clearly the goals for the overall workforce system, in collaboration with the partners.
- Provide clear Statewide expectations and assistance to others in developing quality measures for both WIA and the overall system at the local and regional levels, and clear compliance policies.
- Ensure that quality measures (metrics) are developed and embraced by all participants at all levels, and that the right outcomes are being measured.
- Improve the use of the measurement systems.
- Develop an incentive program to reward high performance.
- Promote technical assistance to improve performance.

Over the next year, the Performance Based Accountability (PBA) Committee will have a broader mandate to develop and propose standards for measures of system success. In addition, the Committee will develop a benchmark of system measurements using information from around the nation to determine best and innovative approaches.

The State Board also will ensure that the research and development findings of its own work and that of others, like the forthcoming evaluations of the Regional Workforce Preparation and Economic Development Act and WIA implementation, will be widely

disseminated, discussed and built upon as part of the practicum of learning about performance measurement and evaluation (as well as best practices for innovation). Technical assistance will be promoted to help system partners adopt new approaches.

Based on articulating clear compliance expectations for WIA, the State Board will assess performance, reward high performance, and develop strategies to address under-performance, including provision of technical assistance and mentoring, with implementation of sanctions used only as a last resort.

Strategic Goal # 5. To ensure administrative excellence, including compliance with WIA requirements, to support achievement of all strategic goals.

The State Board will improve the overall workforce development system by working with Employment Development Department (EDD) to ensure that all WIA administrative compliance requirements are met in a timely manner. It also will provide the policy direction and work with EDD and others, including the California Workforce Association, to provide technical support at the State and local levels for effective expenditures of funds, as well as program performance that meets the needs of communities, employers and workers, including special populations. This is part of the State Board's statutory responsibilities.

While the State Board seeks the improvement of the overall workforce development and system, it embraces WIA is a valuable platform on which to build and leverage this success. Other strategic goals - including collaboration with local partners and raising the overall quality of performance - will be meshed with the oversight of WIA responsibilities and other State Board administrative duties, including strategic planning.

The goal of the State Board is to develop flexible, responsive administrative structures and procedures that enhance efficiencies and performance while using the Board members' time to the highest and best use. The State Board will improve administrative performance in the following ways:

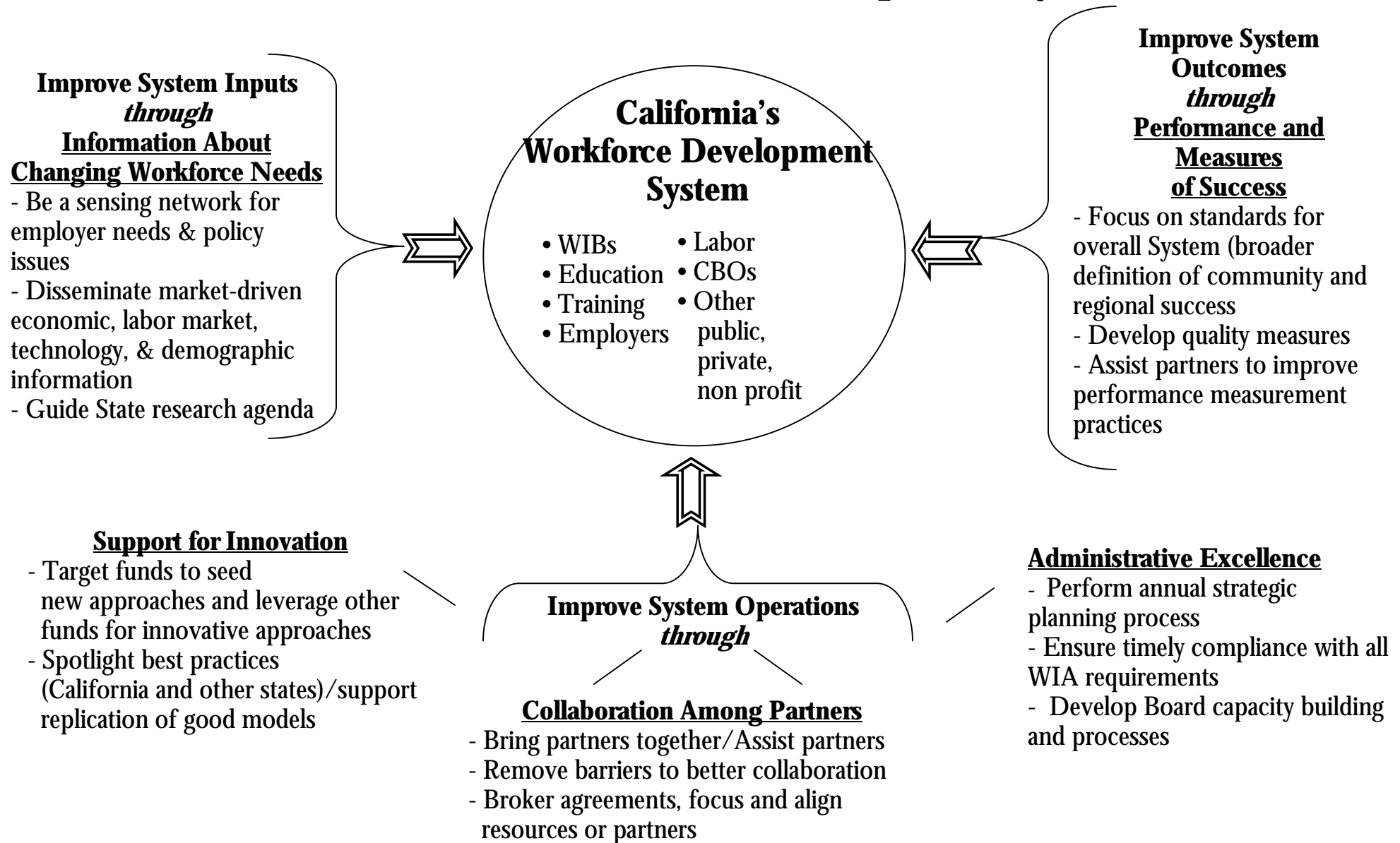
- Establish an annual process for developing the Board Strategic Plan and evaluating progress towards high-priority goals.
- Create a tracking process to coordinate and meet all WIA compliance requirements and other reporting requirements (evaluations, funding reports, etc).
- Improve standards, policies and procedures to ensure compliance by the local WIBs with WIA requirements.
- Update specific policies and processes regarding State Board organizational structure; member selection and composition, orientation, and capacity building; communications and outreach; and meetings schedule.

- Develop a consent calendar process to expedite routine decision-making, reserving precious Board meeting time for discussion of critical policy issues and strategic plan goals.

The State Board has several workgroups that are addressing specific WIA policy and compliance issues, including: Local Area Designation, One-Stop Certification, Universal Access, and Special Populations (Farmworkers and Veterans). These groups include representation from many entities at the State and local levels. Their work will be coordinated through the monitoring and tracking process to be established through implementation of the WIA Oversight and Coordination Workgroup, composed primarily of interagency partners.

The State Board will expand its policies and procedures for administration of its Strategic Plan, Board organizational structure and capacity building, communications and outreach, and support of committees, work groups, and other liaison activity. Building on the efforts of the Board Strategic Planning Team, the State Board will develop procedures for strategic planning, defining outcomes for performance, tracking progress toward strategic goals, and evaluation, as well as organizational issues such as structure and capacity building.

Figure 1: What the State Board Will Do to Improve California's Workforce Development System



IV. PRIORITY ACTIONS AND IMPLEMENTATION TASKS

The State Board will pursue a specific set of actions that will result in measurable progress towards each of the five strategic goals. Each action is to be taken during the fiscal year 2002-3. The State Board and staff will monitor progress in each area over the course of the year. The chart below summarizes the priority actions to pursue each goal with specific tasks to implement the actions.

Goal	Priority Actions for 2002-3	Implementation Tasks
<i>#1. Ensure the most timely, relevant information about changing workforce needs and investment opportunities</i>	<ul style="list-style-type: none"> • <u>Develop a system and “sensing network”</u> among California employers to gather credible information about emerging industry trends and workforce needs. • <u>Improve the development and use of labor market information linked to economic development</u>, especially that generated by state government to guide workforce investment in California. • <u>Develop and implement a multi-faceted information dissemination strategy</u>, stimulating and informing policy discussions and innovative training initiatives. 	<ul style="list-style-type: none"> • Work with local and regional associations of corporate human resource professions, statewide industry associations, economic development entities, etc. • Coordinate with Small Business and Farmworker Workgroups, sector economic initiatives (nursing, childcare, etc.). • Coordinate with California Economic Strategy Panel (ad hoc member on CalWIB and vice versa). • Collaborate with the Labor and Workforce Development Agency on integrating EDD and DIR data, providing perspective on LMID products, and determining the State’s research agenda. • Implement interagency agreement work plan of CalWIB/Technology Trade and Commerce Agency, for updated economic base analyses for California regions and industry sectors, and convening of industry sector, supported by Economic Advisors. • Assist to remove barriers to data acquisition by locals. • Prepare Policy briefs and issue research results on relevant issues, including broader issues such as housing, transportation, and health care. • Convene seminars and forums, collaborate on conferences and other venues, and use proactive information dissemination techniques.

<p># 2. Be an effective partner and advocate, and bring system partners together (Collaboration)</p>	<ul style="list-style-type: none"> • <u>Update and broaden the focus of the State’s 5-year Workforce Development Plan (California’s Five Year Plan for Title I of the Workforce Investment Act of 1998 and the Wagner-Peyser Act)</u> to improve how system partners work together in tangible, measurable ways for overall system success. • <u>Support local WIBs to fill gaps in Board composition and improve participation</u>, in particular employers in key regional industry sectors. • <u>Improve the effectiveness of the State system of One-Stops.</u> 	<ul style="list-style-type: none"> • Design a prototype for a new system-wide planning process that develops a shared vision and system design, creates clear outcomes, and a plan for ongoing updates. • Identify specific actions to (1) overcome barriers to collaboration and (2) align and leverage resources towards common goals. • Integrate other workforce planning efforts to create comprehensive development and investment plan. • Analyze regional economies and key industry sectors to provide gap analysis, and improve certification process for local boards. • Promote technical assistance through local WIBs to local chambers of commerce, EDCs, local elected officials. • Research best practices; increase data sharing and information, and outreach, including around standardized systems and practices across the State. • Support state and local adoption of elements for One-Stop certification to participate in statewide marketing. • Launch a statewide marketing campaign to raise awareness of the system and improve market penetration.
<p># 3. Create, Nurture and Reward a Culture of Innovation</p>	<ul style="list-style-type: none"> • <u>Design and implement an innovation fund.</u> • <u>Support adoption of best practices</u> 	<ul style="list-style-type: none"> • Define innovation, set investment criteria and priorities, and develop investment plan. • Leverage additional innovation resources, including from foundations and other partners. • Document best practices in and out of state, develop benchmarks, and disseminate information and lessons learned. • Incorporate findings from evaluations of 15% discretionary projects and Regional Workforce Preparation and Economic Development Projects. • Work with partners to assist locals in adopting successful models.

<p><i># 4. Raise the Quality of the “Field of Practice” and Performance of the Overall Workforce Development System</i></p>	<ul style="list-style-type: none"> • <u>Set clear standards for measures of success</u>, both WIA performance and broader system outcomes, including return on investment. • <u>Conduct nationwide assessment of measurement practices</u> to determine best and innovative approaches. • <u>Develop a set of comprehensive and clear WIA compliance policies.</u> 	<ul style="list-style-type: none"> • Clearly define the goals of the overall workforce system, in collaboration with partners, especially local WIBs. • Develop measures to match goals, with clear metrics. • Use Performance-Based Accountability (PBA) system to expand use of measures, including ability to show continuous improvement. • Address data issues. • Conduct research, develop measurement benchmarks, and disseminate information. • Promote sustainable models to help system partners adopt new approaches. • Clearly identify and work with EDD to provide technical assistance to address compliance issues. • Reward high performance. • Implement sanctions as last resort.
<p><i># 5. Ensure administrative excellence, including compliance with WIA requirements, to support achievement of all goals</i></p>	<ul style="list-style-type: none"> • <u>Adopt annual process for developing Board Strategic Plan</u> and evaluating progress towards high-priority goals. • <u>Update specific Board policies and procedures.</u> • <u>Develop process to track and monitor compliance</u> with WIA requirements. • <u>Develop process for consent calendar.</u> 	<ul style="list-style-type: none"> • Develop timeline for implementation. • Define outcome measures and track progress in meeting FY 2002-2003 goals. • Schedule second annual Strategic Planning Seminar (February 2003); develop process for FY 2003-2004 plan. • Revise by-laws, address member composition, terms, leadership transition, recruitment, structure. • Develop procedures for orientation, ongoing capacity building, communications and outreach, etc. • Develop schedule for timely submittal of reports and compliance documents, coordinate workgroups, improve compliance policies and procedures (see goal #4). • Expedite workgroup work and other reporting requirements.

V. ORGANIZING OURSELVES TO MOVE FORWARD

This section of the Strategic Plan describes how the State Board and staff will be organized to accomplish the five Priority Strategic Goals. This includes aligning the ongoing work of the Board members and staff within the framework of the proposed work plan, and coordinating with partners within and outside of the Labor and Workforce Development Agency.

Much of this work involves managing and supporting the Youth Council, the Interagency Agreements, and Committees and workgroups that have broad representation of many partners; working with EDD as administering entity; fulfilling reporting requirements to the U.S. Department of Labor and the Legislature; and the ongoing liaison with state agencies, the federal government, the Legislature, local WIBS, and the employer community. The following chart illustrates the potential roles of both CalWIB Board and staff:

State Board Functions	Staff Functions
<u>Economic/Workforce Information</u> Board as “listener” to and communicator of business and workforce issues and gaps; provide forums for dialogue; identify policy issues; set R&D priorities.	<u>Economic/Workforce Information</u> Coordinate MOU with Technology Trade and Commerce Agency; support policy briefs/dialogue process; manage R&D work; staff also serve as communicators.
<u>Collaboration Among Partners</u> Set shared vision with local WIB counterparts, other system partners, the business community and labor; review and adopt revised 5 Year Plan; work with system partners to align actions and resources; review other workforce system plans; help remove barriers; provide assistance to locals.	<u>Collaboration Among Partners</u> Develop and draft the revised 5Year Plan; support planning process; document needs and barriers; provide assistance to system partners; help Board make connections; promote capacity-building support.
<u>Innovation/Best Practices</u> Set investment priorities; determine criteria; approve investment plan.	<u>Innovation/Best Practices</u> Develop investment plan; implement process; document successes/lessons; guide provision of technical assistance.
<u>Quality Measures of Success/Performance</u> Set standards; develop compliance and reward policies; provide oversight.	<u>Quality Measures of Success/Performance</u> Conduct research and disseminate information on best practices; assist with compliance monitoring; guide provision of technical assistance.

<u>Administrative Excellence</u> Revise By-Laws; develop process for tracking and evaluation FY 2002-03 strategic plan; plan process for FY 2003-04; update Board policies for capacity building, communications, consent calendar, etc. Monitor compliance with WIA requirements.	<u>Administrative Excellence</u> Support Strategic Planning process; support Board administrative functions including reporting and scheduling; develop consent calendar and items for the calendar; ensure WIA compliance.
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In addition, there is ongoing work of the State Board and staff that includes policy relationships. For example, Board leadership and staff are involved with national workforce development organizations and other large states on issues of common interest. This is of particular importance in the coming year with the pending reauthorization of the Workforce Investment Act.

Ongoing staff support includes: support for the full Board, the Youth Council, all Board Committees and Workgroups, preparation of compliance documents and other reports, including legislative reports; coordination with EDD; oversight of evaluations; participation on inter-agency workgroups; and liaison with professional organizations such as the California Workforce Association, the California Association for Local Economic Development, and the County Welfare Directors Association.

Chart 1 illustrates how the current and prospective work of the State Board, including the Youth Council, the Interagency Agreements, and the Committees and workgroups, will be aligned with the implementation of the Strategic Plan goals.

Once the State Board has adopted this Strategic Plan, a timeline for accomplishing the work of the Strategic Plan over the coming year will be developed. Much of this work will happen concurrently.

Staff will also develop a master calendar of meetings for the full Board, Youth Council, Committees and workgroups, as well as WIA compliance deadlines for reporting documents and other functions, and other dues dates for general reports, evaluations, etc.

APPENDICES

This document contains appendices that provide: a current listing of CalWIB Board members (1); a list of Youth Council, Committee and workgroup members (including affiliation) (2); a list of the 17 required WIA performance measures (3); and a description of the Performance-Based Accountability Process (4).

Chart 1
CalWIB Strategic Plan Goals
Matrix of Goals and Organizational Activities
FY 2002-2003

Organizational Activities: (Committees, workgroups, interagency, etc.)	Strategic Goals				
	#1 Economic Information/Business Outreach	#2 Partnership/Collaboration	#3 Innovation/Best Practices	#4 Quality Measures/Performance	#5 Administrative Excellence
Youth Council (4 workgroups)		X	X		X
Performance-Based Accountability Committee		X	X	X	X
Interagency Agreements (Department of Education, Community Colleges)		X		X	X
Technology, Trade & Commerce MOU	X	X			
Workgroups:					
WIA Oversight and Coordination		X		X	X
Local Area		X		X	X
1-Stop Certification	X	X	X	X	X
Universal Access		X	X		X
Farm Worker		X	X		X
Small Business	X	X	X		X
Veterans		X	X		X
Sector Initiatives:					
Child Care	X	X			
Nursing	X	X			
Other:					
Evaluations		X	X	X	X

Appendices

CALIFORNIA WORKFORCE INVESTMENT BOARD MEMBERS ROSTER

Appendix 1

NAME	TITLE	ORGANIZATION
Richard Alarcon	The Honorable	Member of the Senate
Dion Aroner	The Honorable	Member of the Assembly
Bob Balgenorth	President	State Building and Construction Trades Council of California
Norris Bishton	CEO	NOARUS Auto Group
Kenneth Burt	Political Director	California Federation of Teachers
Jerry Butkiewicz	Secretary/Treasurer	San Diego-Imperial Counties Labor Council
Wesley Chesbro	The Honorable	Member of the Senate
Maria Contreras-Sweet	Secretary	Business, Transportation and Housing Agency
James Crettol	President	Crettol Farms
Gray Davis	The Honorable	Governor of California
Delaine Eastin	The Honorable	State Superintendent of Public Instruction
Mary Edington	President	Goodwill Industries of San Francisco
Carlene Ellis	Director and Vice-President of Education	Intel Corporation
Chris Essel VICE CHAIR	Senior Vice-President of Public Affairs	Paramount Pictures
Victor Franco	Manager of Community Affairs	Miller Brewing Company
Libby Freeman	Manager	Center of Learning, IBM
Larry Gotlieb CHAIR	Vice-President of Public Affairs and Associate Corporate Counsel	Kaufman and Broad
Scott Hauge	President	CAL Insurance Association
Mary Haywood	Staffing Manager	U.S. Operations Hewlett-Packard
Jerome Horton	The Honorable	Member of the Senate
Don Hunsucker	President and CEO	United Food and Commercial Workers Union
Grantland Johnson	Secretary	Health and Human Services Agency
Sukhee Kang	President	IST International
James Kellogg	International Representative	United Plumbers and Pipefitters

CALIFORNIA WORKFORCE INVESTMENT BOARD

MEMBERS ROSTER

NAME	TITLE	ORGANIZATION
Marsha Kwalwasser	Director of Government Relations	Northrop-Grumman
Robert Levy	President	Enviro Communications, Inc.
Kirk Lindsey	President	Brite Transportation Systems
Richard Mendlen	Director of Facility Operations	Kennon S. Shea and Associates
Kathleen Milnes	Senior Vice-President	Entertainment Industry Development Corporation
Elvin Moon	President and CEO	E.W. Moon Inc.
Bill Noce	President and CEO	Children's Hospital, Los Angeles
Tom Nussbaum	Chancellor	California Community Colleges
Jon Orszag	Managing Director	Sebago Associates
Pat Paul	Supervisor	Stanislaus County
Robert Pike	Senior Satellite Controller	PanAm Satellite Corporation
Art Pulaski	Executive Secretary/Treasurer	California Labor Federation, AFL-CIO
Miguel A. Pulido	Mayor	City of Santa Ana
Frank Quintero, Sr.	Director	Alliance for Education
Roland Rapp	Managing Partner	Rapp, Kiepen and Harman
Arturo Rodriguez	President	United Farm Workers of America, AFL-CIO
Ann Savage	Director of Fund Development	Los Angeles Conservation Corps
Steve Smith	Director	Department of Industrial Relations
Isiah Turner	City Manager	City of Richmond
Elizabeth Tyler	Principal Attorney	Elizabeth Plott Tyler and Associates
Don Whitaker	Grand Lodge Representative	International Associate of Machinists and Aerospace Workers
Patricia Wiggins	The Honorable	Member of the Assembly
Thomas Zenty	Executive Vice-President and CEO	Cedars-Sinai Medical Center

Staff: Andrew Baron
Paul Gussman

05/21/02

State Youth Council Roster

NAME	TITLE	ORGANIZATION	Board Member
Steve Arcelona	Chief of Staff	Department of Human Services City & County of San Francisco	
Jorge Ayala	Superintendent	Yolo County Office of Education	
Kathy Fricke	Admin Assistant to Mr. Ayala	Yolo County Office of Education	
Ryan Berger	Representative	Youth Leadership Forum for Students with Disabilities	
Barbara Becnel	Executive Director	Neighborhood House of North Richmond	
O. Cliff Brazil	Reverend Director	Brown Memorial AME Church	
Kenneth Burt	Political Director	California Federation of Teachers	Yes
Orlando Casillas, Jr.	Representative	California Friday Night Live Partnership	
Rita Cepeda	President	Santa Ana College	
David Crippens	CEO	DLC & Associates	
Bernard Davitto	Executive Director	Alliance for Education Solutions	
Susan Fisher	Dean	Center for Advanced Research and Technology	
Erron Franklin	President	California Association of Student Councils	
Erin Gabel	Project Director	Bay Area Partnership	
Myeshia Grice	Coordinator	California Youth Connection	
Sonia Hernandez	President and CEO	LA Alliance for Student Achievement	
Bob Levy	President	Enviro Communication, Inc.	Yes
Bill A. Lloyd	Director of Labor Affairs and Senate Relations	Office of Governor Gray Davis	Represents Governor Davis
Nellie McGarry			
Milbrey McLaughlin	Professor	School of Education	
David Rattray	President	UNITE LA	
Hermalinda Sapien	Chair	La Cooperativa Campesina California	
Ann Savage CHAIR	Director of Fund Development	Los Angeles Conservation Corps.	Yes
Ariel Smoke	Representative	4-H State Ambassador	
Dorothy Thompson	Executive Director	Street Lights Production Assistant Training Program	
David Tos	Community Relations Officer	San Diego Police Department	
Joseph Werner	Executive Director	Monterey County Employment Training Office	
Scott Wetch	Legislative Director	Art Carter and Associates	
Carl Wong, VICE CHAIR	Superintendent	Petaluma City Schools	

Staff: John Merris-Coots
Pat Sherard
Janet Henner

State Youth Council

Critical Youth Issues Roster

NAME	TITLE	ORGANIZATION	Board Member
Ariel Smoke	Representative	4-H State Ambassador	
Orlando Casillas, Jr.	Representative	California Friday Night Live Partnership	
Bernard Davitto	Executive Director	Alliance for Education Solutions	
Sonia Hernandez	President and CEO	LA Alliance for Student Achievement	
Jorge Ayala	Superintendent	Yolo County Office of Education	
Barbara Becnel	Executive Director	Neighborhood House of North Richmond	
Hermalinda Sapien	Chair	La Cooperativa Campesina California	
Bob Levy	President	Enviro Communication, Inc.	Yes
Dorothy Thompson	Executive Director	Street Lights Production Assistant Training Program	
Myeshia Grice	Coordinator	California Youth Connection	

Staff: Pat Sherard

WIA Implementation Work Group Roster

NAME	TITLE	ORGANIZATION	Board Member
Barbara Becnel	Executive Director	Neighborhood House of North Richmond	
Joseph Werner	Executive Director	Monterey County Employment Training Office	
Steve Arcelona	Chief of Staff	Department of Human Services City & County of San Francisco	
Nellie McGarry			
Susan Fisher	Dean	Center for Advanced Research and Technology	

Staff: Margaret Mack

Creating A Comprehensive Youth System Workgroup Roster

NAME	TITLE	ORGANIZATION	Board Member
David Rattray CHAIR	President	UNITE LA	
Erin Gabel	Project Director	Bay Area Partnership	
O. Cliff Brazil	Reverend/ Director	Brown Memorial AME Church	
David Crippens	CEO	DLC & Associates	
Rita Cepeda	President	Santa Ana College	
Nellie McGarry			
David Tos	Community Relations Officer	San Diego Police Department	

Staff: Margaret Mack

State Youth Council

Youth Involvement Workgroup Roster

NAME	TITLE	ORGANIZATION	Board Member
Ann Savage	Director of Fund Development	Los Angeles Conservation Corps	Yes
Ariel Smoke	Representative	4-H State Ambassador	
Orlando Casillas, Jr.	Representative	California Friday Night Live Partnership	
Erron Franklin	President	California Association of Student Councils	
Myeshia Grice	Coordinator	California Youth Connection	
Ryan Berger	Representative	Youth Leadership Forum for Students with Disabilities	
Erin Gabel	Project Director	Bay Area Partnership	

Staff: John Merris-Coots
Pat Sherard
Janet Henner

PBA Committee Roster

NAME	TITLE	ORGANIZATION	Board Member
Mr. Victor Franco Chair	Manager for Community Affairs	Miller Brewing Company	Yes
Mr. Elvin Moon Vice Chair	President and CEO	E.W. Moon Incorporated	Yes
Mr. Patrick Ainsworth	Director, Standards and High School Development Division	California Department of Education	Represents Delaine Eastin
Ms. Ada Carrillo	Acting Assistant Director, Administration	Employment Training Panel	
Mr. Don Hunsucker	President – CEO	United Food and Commercial Workers Union	Yes
Mr. Michael Krisman (Designee for Mr. Michael Bernick, Director)	Assistant Director, Policy and Programs	Employment Development Department	
Mr. Bill Lloyd (Designee for the Honorable Gray Davis, Governor)	Director, Senate Relations and Labor Affairs	Governor’s Office	Represents Governor Davis
Ms. Charr Lee Metsker (Designee for Ms. Rita Saenz, Director)	Chief, Employment and Eligibility Branch	Department of Social Services	
Ms. Victoria Morrow (Designee for Honorable Tom Nussbaum, Chancellor)	Vice Chancellor, Educational Services and Economic Development	California Community Colleges Chancellor’s Office	Represents Thomas Nussbaum
Dr. Luciana Profaca (Designee for Ms. Catherine Campisi, Director)	Assistant Deputy Director, Cooperative Service Section	Department of Rehabilitation	

Staff: Megan Juring
Beverly Odom
Anna Chambers
Ken Smith

Universal Access Workgroup Roster

NAME	ORGANIZATION	Board Member
Ana Maria Ruiz	Career Partners	
Ann Savage	LA Conservation Corps	Yes
Bill Burke	EDD - Workforce Investment Division	
Bob Hotchkiss	EDD - Workforce Development	
Bob Lanter	CWA	
Bob Marr	EDD - Director's office	
Catherine Campisi	DOR - Director	
Catherine Kelly Baird	EDD - Governor's Committee	
Cecilia Miller	DOR - Legislative Section	
Christine Webb-Curtis	CDSS - Civil Rights Bureau	
Cyndi Gould	DOR - Collaborative Services	
Deborah Fulton	DOR - District Administrator	
Denise Miller	EDD - Workforce Investment Division	
Dick Meadows	EDD	
Frank Collins	EDD- Administration	
Gail Sullivan	CDSS	
Jean Wu	EDD - Job Services	
Jodie Berger	Legal Aid Society - Employment Law Center	
Judy Ledbetter	EDD - Administration	
Kerry Grimaldi	DOR - ADA Unit	
Lana Fraser	DOR - Workforce Development	
Lindy Williams	Chancellor's Office - Community Colleges	
Lisa Bandaccari	CDSS - Office for Deaf Access	
Lisa Damiano	EDD - Business Operations	
Luciana Profaca	DOR - Collaborative Services	
Mark Erlichman	DOR - Collaborative Services	
Mary Gallet	CDE - Workforce Development	
Melissa Noteboom	Sacramento ETA	
Michael Paravagna	DOR - ADA Unit	
Michael Warych	CDE - FMTA	
Michelle Alford-Williams	DOR - Workforce Development	
Nichan Kulukian	Consumer participant	
Pam Porteous-Hunt	EDD - Governor's Committee	
Paula Messina	DOR - Collaborative Services	
Peggy Tate	Chancellor's Office - Community Colleges	
Rita Harrington	DOR - District Administrator	
Rob Arthur	EDD - Job Services	
Sandra Frey	DOR - ADA Unit	
Stephanie Watts	DOR - Collaborative Services	
Stephen Amezcua	DOR - ADA Unit	
Suzanne Nobles	CDSS	
Timothy Beatty	DOR - Deaf and Hard of Hearing Services	

Universal Access Workgroup Roster

NAME	ORGANIZATION	Board Member
Tom Lee	CDSS - Office for Special Services	
Victoria Morrow	Chancellor's Office - Community Colleges	Represents Thomas Nussbaum
Walter Johnson	EDD - Equal Employment Opportunity	
Yvonne Lee	CDSS	

Staff: Megan Juring
Jane Canty
Pat Sherard

Learning Disabilities Sub-Workgroup Universal Access Taskforce

NAME	TITLE	ORGANIZATION	Board Member
Berger, Jodie	Attorney	Legal Aid – Employment Law Center	
Billings, Len Ed.D	Vocational Psychologist	Department of Rehabilitation	
Burke, Bill	Chief, Workforce Investment Division	Employment Development Department	
Doisy, Charlotte	Program Analyst, CalLearn Program	Department of Social Services	
Dunne, Rocky	LD Coordinator	American River College	
Erlichman, Mark	Chief, Interagency Linkages	Department of Rehabilitation	
Evans, Martie (Designee for Bill Burke)	Workforce Investment Division	Employment Development Department	
Gallet, Mary	Education Program Consultant	Department of Education-Office of Workforce Development	
Gunterman, Emmy	Teacher		
Hamilton, Scott	DSP & S Coordinator	Chancellor's Office of the Community Colleges	
Hendricks, William (Bill)	Program Specialist	Department of Rehabilitation	
Kulikian, Nichan	Public		
Lanter, Bob	Assistant Director	California Workforce Association	
Lee, Yvonne	SSM I, Employment Bureau	Department of Social Services	
Loader, Pat	Program Analyst	Department of Social Services	
Minnich, Chris	Manager, CalLearn Program	Department of Social Services	
Nobles, Suzanne	Chief, Employment Bureau	Department of Social Services	
Rainey, Tim		California Workforce Association	
Savage, Ann	Director, Fund Development	LA Conservation Corps.	Yes
Sullivan, Gail	Special Projects Manager	Department of Social Services	
Sundell, Susan	Adult Education Consultant	Department of Education	
Yamamoto, Marcia	Rehabilitation Administrator	Department of Rehabilitation	

Staff: Megan Juring
Pat Sherard
Beverly Odom

Farm Worker Workgroup Roster

NAME	TITLE	ORGANIZATION	Board Member
Carmen Acevedo	City Councilwoman	City of Arvin	
Andrew Alvarado	Professor	California State University Fresno	
Michael Bernick	Director	California Employment Development Department	
James Crettol	President	Crettol Farms	Yes
Diego Haro	Regional Administrator	California Employment Development Department Central JS Div #9180	
Phillip L. Martin	Professor	University of California Davis	
George L. Ortiz	CEO/President	California Human Development Corporation	
Alice Saviez	Chair	Fresno County Workforce Investment Board	
Efrain Silva	Executive Director	Workforce Investment Board of Imperial County	
John Solis	Executive Director	San Joaquin County Workforce Investment Board	
David Villarino	Executive Director	Farm Worker Institute For Education and Leadership Development	

Staff: Javier Romero

05/21/02

Veteran's Workgroup Roster

First Name	Job Title	Company	Board Member
Bob Pike	Senior Satellite Controller	PanAM Satellite Corporation	Yes
Marvis Hood, Jr.		Central Valley Veterans' Home	
Stephen Peck	Site Director Villages at Cabrillo	US Vets Initiative, Long Beach	
Michael Blecker		Swords to Plowshares/ SF WIB	
Don Harper		Veterans' Resource Center/CSV Advocate	
Al Pavich		Vietnam Veterans of San Diego	
Daniel Ortiz	State Adjutant, will recommend representative	Veterans of Foreign Wars	
Bill Mayer	State Adjutant, will recommend representative	American Legion	
Mark Hanson	Program Director	San Diego-Imperial Counties Labor Council	
Toni Reinis		New Directions	
Dave Lindsey	Veterans Service Officer	Yuba/Sutter Veterans' Service Office	
Peter Cameron	Executive Director	Vietnam Veterans of California	

Staff: Megan Juring

Local Area Workgroup Roster

NAME	TITLE	ORGANIZATION	Board Member
Brown, Charles	Director	NorTEC LWIA	
Bunim, Lynn	Chairperson	SF LWIB	
Butkiewicz, Jerry	Secretary/Treasurer	San Diego-Imperial Counties Labor Council	Yes
Curran, Mike	Director	NOVA LWIB	
Ferrero, Lee	President/CEO	San Luis Obispo LWIA	
Giagni, Ann	Director	Los Angeles City LWIA	
Hamilton, Virginia		California Workforce Association	
Lee, Keith	WI Administrator	San Bernardino County LWIB	
Lindsey, Kirk	President	Brite Transport Systems	Yes
Metzler, Michael	Director	Santa Ana LWIB	
Nilon, John	Executive Director	Kern/Inyo/Mono LWIA	
Quintero, Frank	Director	Alliance for Education	Yes
Simmons, Bill	Supervisor	Yuba County	
Vogel, Jan	Administrator	South Bay Consortium	Designee for Assemblymember Jerome Horton
Worden, Ray	Manager	Long Beach LWIA	

Staff: Dave Mar
Jane Canty
Cathe Rutherford

One Stop “Certification” Workgroup Roster

NAME	ORGANIZATION	Board Member
Todd Yamamoto	Department of Labor, Employment and Training Administration	
Bob Lanter	California Workforce Association	
Mike Wilbur	California Workforce Association	
Bruce Stenslie	Ventura County WIB	
Ann Giagni	City of Los Angeles Workforce Investment Board	
Andrea Baker	Merced County Private Industry Training Division	
Kim Hemmer	Golden Sierra Job Training Agency	
Kathy Johnson	Tulare County Workforce Investment Board, Inc.	
Mike Miller	San Joaquin County Worknet	
Robert T. Meija	South Bay Local Workforce Investment Board	
Karen Glaze	Mother Lode Job Training	
Melissa Noteboom	Sacramento Employment & Training Agency (SETA)	
Sandy Smith	Orange County Workforce Investment Board	
Roberta Deis	San Mateo County Peninsula Works	
John Delmatier	Proteus, Inc.	
Dean Smith	Chancellor’s Office of the California Community Colleges	
John Ochoa	California State Community Services and Development (CSD)	
Mark Erlichmann	California State Dept. of Rehabilitation	
Mary Gallet	California State Department of Education (CDE)	
Denise Miller	EDD- Workforce Investment Division	
Rob Arthur	EDD – Job Services Division	
Pat Loader	California State Department of Social Services	
Earle Smith	Private Business Rep--KOG Associates Inc.	

Staff: Jane Canty
Dave Mar
John Bohart
Jim Lane

Oversight and Coordination Workgroup Roster

NAME	TITLE	ORGANIZATION	Board Member
Mr. Patrick Ainsworth	Director, Standards and High School Development Division	Department of Education	Represents Delaine Eastin
Mr. Peter DeMauro	Acting Assistant Director	Employment Training Panel	
Mr. Michael Krisman	Assistant Director, Policy and Programs	Employment Development Department	
Mr. Bruce Wagstaff	Deputy Director	Department of Social Services	
Ms. Victoria Morrow	Vice Chancellor, Educational Services and Economic Development	California Community Colleges Chancellor's Office	Represents Thomas Nussbaum
Dr. Luciana Profaca	Assistant Deputy Director, Cooperative Service Section	Department of Rehabilitation	
Mr. Jorge Jackson	Deputy Secretary, Business Regulation	Business, Transportation & Housing Agency	Represents Maria Contreras- Sweet
Mr. Ed Kawahara	Deputy Secretary Economic Research and Strategic Initiatives Division	Technology, Trade & Commerce Agency	
Ms. Mary Hernandez	Special Assistant to the Director	Department of Industrial Relations	Represents Steve Smith
Ms. Rona Sherriff		Senator Wesley Chesbro's Office	Represents Wesley Chesbro
Ms. Kirsten Deichert	Sr. Consultant	Assemblymember Dion Aroner's Office	Represents Dion Aroner

Small Business Workgroup Roster

NAME	TITLE	ORGANIZATION	Board Member
Doug Brown		Senate Office of Research	
Jeff Brown		Senate Office of Research	
Bill Davis		CalED	
Vicky Fullerton		MRA, Managed Care Solutions	
Scott Hauge	President	Cal Insurance and Associates, Inc.	Yes
Richard Holden		EDD, Labor Market Information Division	
Gus Koehler		Educator's Network – EDNET	
Kirk Lindsey	President	Brite Transport Systems	Yes
Tom Martin	President	Small Manufacturers Association of California	
Vince O'Hara		Talk Technology – TSP	
Mark Quinn		San Francisco Regional SBA	
Tim Rainey		California Workforce Association	

Staff: Robert Padilla
Janet Maglinte
Marty London

Workforce Investment Act Core Performance Measures

Adult Program

Adult Entered Employment Rate

Of those who are not employed at registration:

Number of adults who have entered employment by the first quarter after exit, divided by the number of adults who exit during the quarter

Adult Employment Retention Rate at Six Months

Number of adults employed in the first quarter after exit **and** also are employed in the third quarter after exit, divided by the number of adults who are employed in the first quarter after exit

Adult Average Earnings Change in Six Months

Of those employed in first quarter after exit:

[Total post-program earnings (earnings in quarter 2 + quarter 3 after exit)] minus [Pre-program earnings (total earnings in quarter 2 + quarter 3 prior to registration)], divided by the number of adults who exited during the quarter

Adult Employment and Credential Rate

Of adults who received training services (regardless of completion status):

Number of adults who were employed in the first quarter after exit **and** received a credential by the end of the third quarter after exit, divided by the number of adults who exited services during the quarter

Dislocated Worker Program

Dislocated Worker Entered Employment Rate

Number of dislocated workers who have entered employment by the first quarter after exit, divided by the number of dislocated workers who exit during the quarter

Dislocated Worker Employment Retention Rate at Six Months

Number of dislocated workers who are employed in the first quarter after exit **and** also are employed in the third quarter after exit, divided by the number of dislocated workers who are employed in the first quarter after exit

Dislocated Worker Earnings Replacement Rate in Six Months

Of those employed in the first quarter after exit:

[Total post-program earnings (earnings in quarter 2 + quarter 3 after exit)], divided by the [Pre-dislocation earnings (earnings in quarter 2 + quarter 3 prior to dislocation date)] for dislocated workers who were employed in the first quarter after exit

(If no date of dislocation date, use quarters 2 + 3 prior to registration)

Dislocated Worker Employment and Credential Rate

Of dislocated workers who received training services (regardless of completion status):

Number of dislocated workers who were employed in the first quarter after exit **and** received a credential by the end of the third quarter after exit, divided by the number of dislocated workers who exited services during the quarter

Older Youth (19-21) Program

Older Youth (19-21) Entered Employment Rate

Of those who are not employed at registration and who do not move on to post-secondary education or advanced training:

Number of older youth who entered employment in the first quarter after exit, divided by the number of older youth who exit during the quarter

Older Youth (19-21) Employment Retention Rate at Six Months

Of those who do not move on to post-secondary education or advanced training:

Number of older youth employed in the first quarter after exit and who are also employed in third quarter after exit, divided by the number of older youth employed in first quarter after exit

Older Youth (19-21) Average Earnings Change in Six Months

Of those who are employed in the first quarter after exit and who do not move on to post-secondary education or advanced training:

[Total post-program earnings (earnings in quarter 2 + quarter 3 after exit)] minus [Pre-program earnings (earnings in quarter 2 + quarter 3 prior to registration)], divided by the number of older youth who exit during the quarter

Older Youth (19-21) Credential Rate

Number of older youth who are in employment, post-secondary education **or** advanced training by the end of the first quarter after exit **and** received a credential by the end of the third quarter after exit, divided by the number of older youth who exited during the quarter

Younger Youth (14-18) Program

Younger Youth (14-18) Skill Attainment Rate

All in-school youth and appropriately assessed out-of-school youth who need basic skills, work readiness or occupational skills:

Total number of basic skills goals attained by younger youth + number of work readiness skills goals attained by younger youth + number of occupational skills goals attained by younger youth, divided by the total number of basic skills goals + the number of work readiness skills + the number of occupational skills goals set

Informational Measure:

Number of younger youth who have attained at least 1 goal, divided by the total number of younger youth participants with a skill attainment goal

Younger Youth (14-18) Diploma or Equivalent Attainment

Of those who register without a diploma or equivalent:

Number of younger youth who attained a secondary school diploma or equivalent during the quarter, divided by the number of younger youth who exited during the quarter (except those still in secondary school)

Younger Youth (14-18) Retention Rate

Number of younger youth found in one of the following in the third quarter following exit:

- post secondary education
- advanced training
- employment
- military service
- qualified apprenticeships

divided by the number of younger youth who exited during the quarter (except those still in secondary school at exit)

CALIFORNIA WORKFORCE INVESTMENT BOARD

Performance Based Accountability System

What is the Performance Based Accountability System?

A Common Reporting System of Public Workforce Preparation Programs:

The Performance Based Accountability (PBA) system is created by multiple agencies converging to streamline performance reporting and outcome measurement to support continuous improvement of workforce program services.

CALIFORNIA PBA SYSTEM PARTICIPATING AGENCIES:

- | | |
|--|--|
| ◆ California Community Colleges | ◆ Department of Education |
| ◆ Department of Rehabilitation | ◆ Department of Social Services |
| ◆ Employment Development Department | ◆ Employment Training Panel |

The Performance Based Accountability Committee of the California Workforce Investment Board oversees the continued development of the PBA System. The PBA Committee is a collaboration of public and private sector representatives who have specific interest in the outcome of California's investment in workforce preparation.

The PBA system produces annual reports that depict employment and earnings outcomes of participants in California's workforce preparation system. The system produces cost effective objective information at the State and local levels and assists in program improvement and decision making for the following customers:

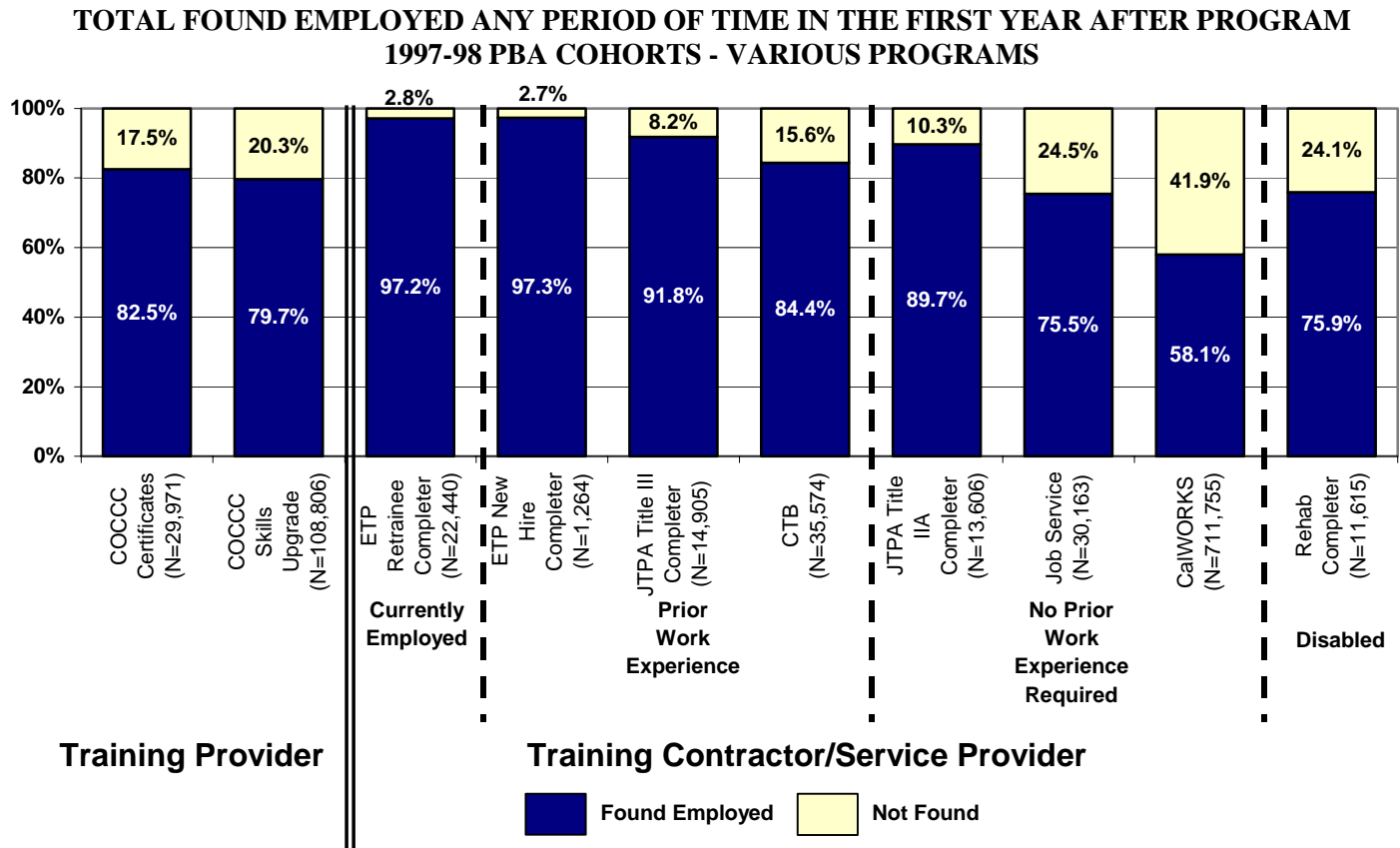
- ◆ State and federal funding and oversight entities.
- ◆ State and local workforce preparation agencies, including One-Stop Career Centers.
- ◆ Individuals interested in training program, job, and career information.
- ◆ Employers choosing training for employees and hiring program graduates.

Plans are currently underway to enhance the ad-hoc reporting capacity and electronic delivery of the multiple facets of information available in this comprehensive system.

The PBA System has produced three annual reports on the following performance measures:

- ◆ Employment Rate: The First, Second and Third Year After Program Participation
- ◆ Earnings: Before And First Year, Second Year and Third Year After Program Participation
- ◆ Change In Unemployment Insurance Status
- ◆ Change In Status From Tax Receiver To Taxpayer

Here is one example of the information generated by the PBA System:



To facilitate understanding of this data, the programs were grouped according to their involvement in the provision of training, and then according to the type of work experience required of program participants. Because of differences in the services provided and clients served within each agency's programs, it is inappropriate to compare them to each other.

According to the above graph, programs serving more individuals with current or prior work experience had participant employment rates near the 80 – 90 percent range. Programs that serve larger groups of individuals with less attachment to the labor force had slightly lower participant employment rates. For more information, please refer to the PBA reports available on the www.calwia.org website.

Workforce Investment Act Policy Recommendations: Consideration and Approval

Attachment 1 – Local Area Non-Performance Policy

Attachment 2 – Subsequent Designation of Temporary Local Workforce Investment Areas

Attachment 3 – Local Workforce Investment Board Recertification

LOCAL AREA NON-PERFORMANCE POLICY

Action Request

The California Workforce Investment Board (State Board) adopt the following Local Workforce Investment Area (Local Area) non-performance policy:

Local Workforce Investment Areas are expected to achieve at least 80% performance in each of their 17 negotiated performance measures. Local Areas performing below 80% in one or more of the 17 measures will be offered necessary technical assistance the first year. Non-performance in one or more of the same performance measures in two consecutive years will result in the Governor imposing sanctions as provided for under the Workforce Investment Act (WIA) Section 136 (h)(2)(A).

Background

The WIA Section 136 (g) “Sanctions for State Failure To Meet State Performance Measures” informs states that failure to meet state adjusted levels of performance in the first year may result in the Department of Labor’s (DOL) provision of technical assistance to the state and that sanctions will be applied for failure two years in a row. As California’s 50 Local Areas’ combined performance contributes to the State’s performance or non-performance, Local Areas must also be held to a performance standard, and to know what form of technical assistance will be provided and corrective actions the State may require.

The WIA Section 136 (h) specifies the provision of technical assistance, imposition of corrective actions, and general sanctions that the state may require of Local Areas not meeting performance. The Act leaves it up to the state to define what constitutes non-performance on the part of the Local Areas.

Federal Definition of Non-Performance

The DOL, in its Training and Employment Guidance Letter Number 8-99, defines failure to perform as it relates to the federal incentives and sanctions process that applies to states. The DOL’s definition, or explanation is:

It is understood that as part of a continuous improvement strategy, states may wish to emphasize improvement on a particular measure (e.g., entered employment) which may have a slightly adverse effect on other measures in the same program area. To allow for these strategies, and to avoid consideration of sanctions for only missing their negotiated goal by a few percentage points, states will not trigger the [federal] sanctions process as long as they have achieved 80 percent of their negotiated performance levels for each measure.

A Local Area Workgroup, consisting of 15 members from the State Board, Local Area Boards, Local Area Administrators, and a representative from the California Workforce Association met in Sacramento on February 21, 2002 to help State Board staff determine, among other things, what would be a reasonable definition for “non-performance” in California. It was the sense of the workgroup that:

- It would be reasonable to apply the same federal/state “80% trigger” to the Local Areas;
- Should the State Board adopt this recommendation, State Board staff will work with the Employment Development Department (EDD) to prepare a policy Directive that will communicate State Board policy, and further establish specific procedures and guidelines for the provision of technical assistance and sanctions; and
- The State should ensure that non-performing Local Areas would not receive more financial assistance for technical assistance than they would have been eligible to receive in Incentive Awards if they had met or exceeded performance under the Exemplary Performance Policy that the State Board recently adopted

Recommendation

That the State Board approve the Local Area non-performance policy.

SUBSEQUENT DESIGNATION OF TEMPORARY LOCAL WORKFORCE INVESTMENT AREAS

Action Request

The California Workforce Investment Board (State Board) adopt the following subsequent designation policy:

Subsequent designation of Temporary or Board Designated Local Workforce Investment Areas (LWIA) shall be granted until June 30, 2005, upon a Temporary LWIA's achievement of at least 80% of 9 out of 11 locally negotiated performance measures (excluding 2 customer service measures and 4 credential and diploma measures).

Background

The Governor must take action in 2002 to subsequently designate all California LWIAs that received temporary designations, including designation upon recommendation of the State Board, in July of 2000. Thirty-two of California's 50 LWIAs received temporary designations when California implemented the WIA in July of 2000.

The Workforce Investment Act, section 126 (a)(2)(3), defines LWIA designation as:

- **Automatic Designation:**
The Governor's approval, for the life of the 5-year State WIA plan, of units of general local government with populations of 500,000 or more;
- **Temporary Designation:**
The Governor's approval, for up to two years, of units of general local government with populations of 200,000 or more that served as service delivery areas under the Job Training Partnership Act; and
- **Designation on Recommendation of the State Board:**
The Governor's approval of any unit of general local government, including a combination of such units, with populations of less than 200,000; or any unit of general local government, including a combination of such units, meeting the "successful performance" or "fiscal integrity" requirements, that is recommended for approval by the State Board. In California, these approvals were granted temporary, or two-year status.

Under Section 116 (a)(3), temporary designation of the areas is for no more than two years, after which the Governor may approve subsequent designation that extends until the end of the period covered by the 5-year State WIA plan (through June 30, 2005). Subsequent LWIA designation may be approved if the Governor determines that the LWIA substantially met its local performance measures and was able to sustain the fiscal integrity of its allocated WIA funds during the temporary period of designation. Areas initially receiving automatic designation are exempt from this process.

Current Activity

To assist the Governor in making decisions as to the subsequent designation of the 32 temporary LWIAs, the State Board convened a Local Area Work Group. Discussions focused on issues such as the definition of “substantially meeting the local performance measures;” the mandated local performance measures to use to determine that this threshold was met; and tools or reports to use in determining performance levels as well as fiscal integrity.

Work Group Proposal

“Performed successfully” would mean the LWIA meets or exceeds performance standards (as defined by the State Board) and as calculated through standard reporting mechanisms used throughout the state for compiling WIA data. The performance standard for subsequently designating temporary LWIAs would be the attainment of 80% of their negotiated performance in 9 of 11 measures, including:

ADULT	DISLOCATED WORKER	OLDER YOUTH	YOUNGER YOUTH
Entered Employment Rate	Entered Employment Rate	Entered Employment Rate	Skill Attainment Rate
Employment Retention Rate	Employment Retention Rate	Employment Retention Rate	Retention Rate
Earnings Change	Earnings Change	Earnings Change	

The standard would exclude the credential and diploma measures and the two customer satisfaction measures based on unresolved issues related to timing in collecting such data.

“Sustained fiscal integrity” would mean the temporary LWIA has had no issues of fiscal integrity based on audits, evaluations, or reviews during its period of temporary designation, including:

1. Willful disregard of the requirements of the Act involved,
2. Gross negligence, or
3. Failure to observe accepted standards of administration.

If a LWIA is not performing at 80% in 9 out of 11 of its negotiated performance measures, State Board staff will work with the Employment Development Department (EDD) to identify the Local Area’s needs relative to bringing up performance, develop a corrective action plan, and generally work to bring the LWIA up to standard. After consulting with staff in the EDD Audit Section, the conclusion is that no temporary LWIAs at this time have issues of fiscal integrity.

Recommendation

That the State Board approve the subsequent designation policy developed with the assistance of the Local Area Work Group. LWIAs affected would then be extended through June 2005 based on the above.

LOCAL WORKFORCE INVESTMENT BOARD RECERTIFICATION

Action Request

The California Workforce Investment Board (State Board) adopt the following Local Workforce Investment Board (Local Board) performance policy for purposes of Local Board recertification:

A Local Workforce Investment Board may be recertified by December 2002 for two years based upon meeting the membership criteria, as described in the Workforce Investment Act Section 117, and its designated Local Workforce Investment Area achieving 80% or higher in at least 9 of 11 locally negotiated performance measures (excluding 2 customer service measures and 4 credential and diploma measures).

Background

The Workforce Investment Act (WIA) of 1998, Section 117 (c)(2) states:

“The Governor shall, once every 2 years, certify 1 local board for each local area in the State.” and that

“Such certification shall be based on criteria established under subsection (b) [Membership] and, for a second or subsequent certification, the extent to which the local board has ensured that workforce investment activities carried out in the local area have enabled the local area to meet the local performance measures.”

The Governor certified the current Local Boards in November 2000, after determining that the appointments and composition for each Local Board were consistent with the criteria contained in the WIA Section 117 (b). The Governor must, therefore, determine by November of 2002 whether or not to recertify each of California’s 50 Local Boards and must consider each Local Board’s Local Area performance in doing so.

Current Activity

In order to assist the Governor in recertifying California’s 50 Local Boards, the State Board must recommend a policy for use in determining the extent to which Local Boards have ensured that their Local Workforce Investment Areas have met local performance measures. To accomplish this, and to explore similar issues, the State Board formed a “Local Area Workgroup” to advise State Board staff in the development of flexible and straightforward policy to recommend to the State Board. The workgroup met on this and other issues and, although the workgroup itself did not develop a specific policy recommendation for Local Board recertification, it was the sense of the workgroup that the same performance standard that formed the recommendation for Local Area

Designation be applied to recertification. This standard is the attainment of at least 80% of negotiated performance in nine (9) out of eleven (11) remaining measures after setting aside those related to credential rates, diploma rates, and customer satisfaction.

If a Local Area is not performing at the standard referenced above, State Board staff will coordinate with Employment Development Department staff to identify the Local Area's needs and to provide technical assistance to help in achieving the standard. State Board staff will also review the most current performance data and identify any additional at-risk Local Boards/Local Areas.

Recommendation

That the State Board approve the recertification performance policy.

Working Lunch – Panel Discussion: Local Board Representatives

Reports to the State Board:

- Small Business Work Group
- State Youth Council
- Universal Access Work Group
- One-Stop Certification Work Group
- Performance Based Accountability Committee
- Farmworkers Work Group
- Veterans Work Group

CALIFORNIA WORKFORCE INVESTMENT BOARD COMMITTEES AND WORK GROUPS

This summary report of workgroup activities provides an opportunity for California Workforce Investment Board (State Board) Members to be apprised on the progress of the various committees/workgroups as well as to provide input on their future direction. The Current State Board committees and workgroups include:

- *Small Business Work Group*
- *State Youth Council*
- *Universal Access Work Group*
- *One-Stop Certification Work Group*
- *Performance Based Accountability Committee*
- *Farmworkers Work Group*
- *Veterans Work Group*
- *Local Area Work Group*
- *WIA Oversight and Coordination Work Group*

SMALL BUSINESS WORK GROUP

Designed to address small business and employer services provided at the One-Stop Service Centers, the Work Group is made up of business leaders throughout the state and chaired by Board Member Scott Hauge.

The Small Business Work Group (SBW) was formed in response to State Board members' requests that workforce investment efforts have a positive impact on, and improve services for California's small businesses. The SBW is implementing a Small Business Initiative to address issues and develop solutions for establishing and/or improving employer services through the local One-Stop systems. A series of small business forums, titled "Preparing the Workforce for the New Economy" has been created to investigate small businesses' workforce and employer services needs, and to gather input from small business owners on how best to address those needs through the One-Stop systems. Using these findings, the Small Business Work Group will explore policy and programmatic changes needed in order to strengthen the focus of employer services in the One-Stop system. The first in a series of forums was held in **Fresno** on February 27, 2002. The second was in **Long Beach** on April 24 and three others are planned for June 4 (**Redding**), June 26 (**San Francisco**) and July (**Orange County**). The interactive sessions allow us the marketing opportunity of addressing the issue of awareness and accessibility of the One-Stop delivery system in that region and to solicit valuable feedback from small business owners.

In addition to the forums, the SBW will examine existing One-Stop employer services, explore successful local programs through case studies, and hold focus group meetings with key stakeholders. The SBW will use the findings from their outreach efforts to develop policy recommendations that address investment in employer services, for the State Board's consideration.

CALIFORNIA STATE YOUTH COUNCIL

The State Board established the State Youth Council to provide leadership for youth development in California by:

- Providing policy guidance for local youth councils;
- Promoting coordination among the myriad of youth programs currently serving California's youth through a maze of agencies, departments, and programs; and
- Addressing critical issues affecting California's youth.

The State Youth Council includes individuals who are experts on youth development, policy, and programs, as well as youth and young adult representatives.

Focus:

The State Youth Council held its second meeting on April 18, 2002 in Pasadena. The major business for this meeting was the presentation of reports and recommendations from the work groups established as a result of the first State Youth Council meeting in January.

In addition to the work group discussion, the Council began working to create a Mission Statement with Guiding Principles and discussed the establishment of a leadership team.

Prior to the next meeting to be held August 14 at the Oakland Marriott, the Council will hold two public hearings June 25 (Sacramento) and 27 (Long Beach) and develop a web presence to gather input from the public regarding the work of the Council.

The State Youth Council accepted work group reports that included the following recommendations and information.

Youth Involvement

Formed to promote the involvement of youth in leadership on the State Youth Council and local youth councils.

- Recommended the Youth Involvement work group be formally identified as the fourth work group of the Council.
- Recommended creation of a Youth Advisory Council to provide a broad youth voice to the Council.
- Requested that State Board staff develop a California Youth Organizations database.
- Invited adult Council members to join the Youth Involvement work group and act as mentors for the youth members.
- Next meeting: conference calls in April and May.

Critical Youth Needs

Formed to identify critical youth needs of California youth that require immediate attention from the State Youth Council.

- Acknowledged the power of positive adult to youth and youth to youth relationships and asked State Board staff to research the status/impact of mentoring and report back to the group.

- Researched youth development models and needs of California youth to better identify “Critical Youth Needs” and frame the youth needs discussion.
- Next meeting: May 31.

Comprehensive Youth System

Formed to provide guidance on how the State Youth Council can support the development of comprehensive youth serving systems at the local level.

- Recommended the State Board adopt the Youth Council Institute (YCi) “All Youth, One System” Framework to help provide guidance to Youth Councils/Local Areas as they seek to develop these comprehensive youth serving systems.
- Recommended identifying the Systems Development work group as the formal connection between the State Youth Council and the Youth Council Institute.
- Directed Board staff to research existing categorical funding streams related to youth and determine degree of flexibility for the use of funds.
- Next Meeting: June 5 conference call.

WIA Issues

Formed to identify Workforce Investment Act (WIA) issues that require policy guidance from the State Youth Council and State Board.

- Identified several issues to forward to the Department of Labor (DOL) for consideration in the WIA Reauthorization discussion.
 1. The definition of youth income eligibility should allow local flexibility, consistent with adult provisions.
 2. WIA should include incentives to promote connections between education, business, and WIA programs.
 3. Consider greater flexibility in the Out-of-School Youth funding percentage.
 4. WIA should provide incentives for local areas serving Out-of-School Youth beyond the 30% minimum.
- Next meeting: June 13 will include presentations from the Employment Development Department (EDD) on WIA performance and eligibility.

UNIVERSAL ACCESS WORK GROUP

The Universal Access Work Group (UAWG) was convened in early 2001 as a result of a multi-agency task force. With leadership from the Department of Rehabilitation (DOR), it was established to deal with issues related to assessment and standards, training and technical assistance, and administration and monitoring, within a framework of accessibility for all. The UAWG has drafted a comprehensive ***Physical and Program Access Self-Assessment Guide*** for use by both Local Areas and individual One-Stop centers; provided one-stop certification guidance recommendations; researched learning disability and other unidentified disability screening tools and processes for use in One-Stop centers; and is leveraging \$1.4 million devoted in this program year to increasing accessibility through training, technical assistance, and grants to local areas for the purchase of auxiliary aids and services. The Department of Labor also recently awarded the DOR a grant of \$999,019 for a 30-month period, to expand training services and employment opportunities for people with disabilities in California. The DOR’s Workforce Investment Resources and Accommodations Project (WRAP) will assist the local One-Stops in developing staff that will specialize in coordinating and managing programs for persons with disabilities.

Universal Access Work Group goals:

- Develop the Physical and Program Access Self Assessment Guide for use by Local Areas and One-Stop centers, implement the process, and expand the process to include other access issues such as serving persons with limited English proficiency;
- Complete research of learning disabilities and other unidentified disability screening tools and processes for use in the One-Stop centers.

Focus:

- Disseminate and provide training on the Physical and Program Access Self Assessment Guide to improve access to facilities and services offered in the One-Stop Career Center system.
- Complete development of and provide State One-Stop certification guidance recommendations to One-Stop Certification Work Group.
- Increase accessibility, using the \$1.4 million in this program year, by providing training, technical assistance, and grants to local areas to purchase auxiliary aids and services.
- The work group established a sub-work group on Learning Disability (LD) Screening in the One-Stops that has met 3 times. The group is developing a Learning Disabilities Screening Protocol similar to that provided by the Department of Social Services to the Counties. Members recently submitted their recommendations by selecting from 9 different Learning Disabilities Screening tools. Information on the tools and protocols will be used to provide programmatic guidance to the local areas and One-Stop operators.

The LD Sub-Work Group also plans to provide concurrent training on the use of these tools with training on the Physical and Program Access Self Assessment Guide.

To address broader issues of Universal Access, the State Board convened a One-Stop Program Partners Work Group that met March 20, 2002 and April 10, 2002. The primary focus of this Work Group is to expand access to individuals with limited English Proficiency (LEP) to One-Stop services. One-Stop Work Group members are currently formatting an initial draft of an LEP self-assessment guide consistent with the Universal Access Physical and Program Access Self-Assessment Process. This LEP guide would be provided as a program guide to the local Workforce Investment Boards. In addition, the State Board is coordinating and hosting a meeting of Equal Employment Office One-Stop Program Partners Work Group members who are developing a common complaint process for proposed use in the One-Stops.

ONE-STOP CERTIFICATION WORK GROUP

In November of 2001, the State Board established a One-Stop Certification Work Group to explore the issue of State-level certification of One-Stop Career Center systems. The work group was established, in part, to respond to requests from many of California's Local Workforce Investment Areas (Local Areas), as reported through the One-Stop Career Center Survey Project,^{*} that the State assist Local Areas in establishing their One-Stop systems by developing guidelines and technical assistance for the certification of One-Stop centers.

The federal Workforce Investment Act does not require either states or Local Areas to formally certify One-Stop systems or centers, although Local Areas must designate or certify One-Stop

^{*} "The One-Stop Career Center System Survey" report is available on-line at www.edd.ca.gov.

Operators (those individuals or organizations that operate the local One-Stop systems or individual One-Stop centers). Nevertheless, the certification of One-Stop systems and centers is widely viewed as an appropriate and effective method for ensuring both compliance and quality in the systems and centers. Some other states, such as New York, have already implemented voluntary state One-Stop certification processes.

Background

The work group is comprised of 23 representatives of State and local One-Stop partner organizations, including the State Board, the California Workforce Association, Local Boards, the Employment Development Department and other workforce partners, and One-Stop centers. The work group has met numerous times since its formation, including two meetings at One-Stop center locations, and has also regularly communicated via e-mail. One of the work group's strategies was to study current or planned certification processes in other states, and processes that have evolved at the Local Area level in California. The Local Area information, received by the work group in response to an Information Bulletin that was issued to all Local Area Administrators, was used as the basis for developing a State One-Stop Certification policy framework.

The work group also views a State certification effort as an opportunity for the State to provide technical assistance and support to Local Areas and One-Stop centers in their efforts to continuously improve the system. One such form of support that the work group explored is the use of certification, and the results of certification, as the basis for a statewide One-Stop marketing and informational campaign.

Focus:

- Identify standards and develop guidelines for One-Stop certification;
- Develop a policy framework for State One-Stop certification;
- Identify and develop necessary technical assistance tools and strategies that the State can use in supporting Local Area efforts to improve their One-Stop systems; and
- Develop a statewide marketing and informational campaign around the certification process.

The work group is nearly concluded with the first two items, and has begun considering the technical assistance and marketing campaign issues. Attached is a preliminary list that the work group developed of broad categories, or elements within which specific One-Stop certification standards are being identified. These standards will form the basis for the certification policy framework.

PERFORMANCE BASED ACCOUNTABILITY (PBA) COMMITTEE

The fourth Report of the Performance Based Accountability System for California Workforce Preparation Programs is being drafted, with changes in format and analysis, as requested by the PBA Committee. The Report will include participants finishing/leaving programs from 1998/99, with outcome information through 2000. Also, new California Department of Education and WIA program chapters will analyze participant outcomes from 2001. A Feasibility Study is being finalized for PBA system development to expand data capacity, improve query ability, and make useful information available to programs for additional research and reporting purposes.

The PBA Committee will next meet in August, in Los Angeles. The Committee at its most recent meeting in April reviewed and approved the Year Four Report format and structure, discussed performance level expectations, and proposed work plans for related priorities from the State Board planning seminar, including beginning to identify the operational and organizational needs of the PBA system relative to the new Labor Agency.

Focus:

- Committee directed staff to scan state and local uses of self-sufficiency standards, analyze and make recommendations on appropriate use for the PBA system and conduct hearings to obtain local feedback.
- The Legislative Analyst Office reviewed the Feasibility Study Report for the new system design and made only one significant recommendation: a full time project manager should be dedicated to the project separate from the primary contractor.

FARMWORKERS WORK GROUP

The State Board office has been the site of a number of informal meetings discussing the workforce development needs of farmworkers in California. Board staff has solicited input from a broad range of representatives including State Board members, local Board representatives, growers, higher education, labor, local elected officials, state agencies, and community based organizations. These discussions led to the development of a Farmworkers Work Group. This Work Group seeks to insure that the programs and services offered through the workforce investment system are accessible to, and meet the needs of California's farmworkers. It is made up of representatives from the above named categories. Concurrently, the Board is providing leadership to local areas through the February, 2002 publication of an ***Information Bulletin*** that provides guidance regarding farmworker eligibility for dislocated worker services. The Farmworkers Work Group consists of State Board members James Crettol, President of Crettol Farms, Arturo Rodriguez, President of the United Farm Workers (UFW), and designee David Villarino, Executive Director of the Farm Worker Institute for Education and Leadership Development (FIELD). The Work Group's membership also has representation from local community-based organizations such as George L. Ortiz, CEO/President of the California Human Development Corporation.

Focus:

- Career opportunities within the Agricultural industry:
 - Cross training of farmworkers in the various crops
 - Transferable skills to other industries within rural regions
- Childcare in farmworker communities
- Transportation as a severe limitation on farmworkers' ability in maximizing employment opportunities.
- The development of data to address questions such as job opportunities for farmworkers within agriculture to ensure the State Board develops sound policies and strategies in serving farmworkers.

- Needed assessment of State agencies to inventory available services to farmworkers for identification of needed collaborations in workforce investment systems as well as possible gaps in service to farmworkers.
- February, 2002 publication of an Information Bulletin that provides guidance regarding farmworkers eligibility for dislocated worker services.
- Co-sponsoring local forums with the DOL. The first of four Farmworkers Forums was hosted by the Tulare County Workforce Investment Board and was held on 4/23/02 in the city of Visalia. The forums are designed to facilitate discussions among agricultural business owners, local one-stop operators, local board members, services providers, and local advocates in regional rural communities regarding the need to service farmworkers and the agricultural industry, identify barriers and provide solutions in serving our agricultural customers. The additional three Farmworkers Forums will take place in the following locations on 5/16/02 in Indio, 6/20/02 in Stockton, and 6/26/02 in Salinas.

VETERANS WORK GROUP

The Veterans Work Group will provide leadership and policy guidance for workforce development issues relating to veterans in California. Some of the immediate policy issues of concern include veterans' representation on Local Workforce Investment Boards, strengthening One-Stop services to military separation centers, skills and academic credit coordination for articulation to California higher education institutions, and marketing strategies. The Veterans Work Group will further develop and agree upon priorities, desired outcomes, and meeting schedules at subsequent meetings. The first meeting was held on March 21, 2002 in Sacramento, and the next is scheduled for July 9, 2002 in Los Angeles.

The Veterans Work Group is comprised of 12 members from a cross-section of local and statewide Veteran organizations. Mr. Bob Pike, a Senior Satellite Controller with the PanAM Satellite Corporation is also a member of the State Workforce Investment Board.

Focus:

- Established to strengthen relationships with representatives of the State Board, advocates of Veteran needs and services and the local workforce investment areas.
- Marketing and Outreach activities with Community Colleges for expanding the transferability of military skills to civilian employment and training.
- Applicability of Governor's Nursing Initiative and transferability of Veterans medical knowledge and skills to State certification and licensure standards.
- Inclusion of a letter from the State Board in the California Department of Veteran Affairs "Welcome Home Packet" regarding the employment and training market.
- Encourage Local Areas to include veteran organization representation on Boards to advocate for this special population.
- Making One-Stop Career Centers user-friendly regarding veterans (i.e. eligibility/intake, sensitivity to veteran needs and satellite units).
- Repository for Veteran Success Stories.

LOCAL AREA WORK GROUP

Under direction of the State Board, staff has also convened a Local Area Work Group made up of local elected officials, State Board members, executive directors, and other experts. The Work Group was convened to assist with a variety of Federal and State issues, including: definition of failure to perform, recommendations regarding the redesignation of Local Areas and the recertification of Local Boards. The Local Area Work Group met for the first time earlier in February, 2002, and is presenting recommendations to the full Board.

Focus:

- Discussion focused on Subsequent Local Area Designation for those Local Areas that initially were assigned Temporary or Board selected Local Areas.
- In addition, the group also discussed criteria for Local Workforce Investment Board recertification.
- The Group also formed an Ad Hoc Work Group to review existing federal DOL performance measurements and development of an alternate performance “report card” process that lets the local areas focus on State designated priorities along with local priorities and be evaluated against those goals.

Although California performed very strongly in the 14 of the 17 performance goals mandated by the DOL, we were challenged in meeting three of the performance measures due to problems with data collection, data limitations, and time frames measured. However, based on the first two quarterly reports of current year data prepared for the DOL, the local areas and the State are showing sharp improvement in these areas. The improvement in these outcomes – specifically younger youth credential rate -- was recently documented in an Addendum to California’s Annual Report. Many questions remain at the national, State, and local levels regarding the veracity and reliability of the performance measures to reflect accurately on the performance of the WIA system.

State Board staff is participating on a national committee convened by DOL to study these issues and make recommendations for federal policy. The Annual Report of the First Year of WIA Implementation contains breakdowns by Local Areas as well as data for the entire state. The Annual Report and the Addendum are posted on our website at www.calwia.org.

WIA OVERSIGHT AND COORDINATION WORK GROUP

The State Board is convening this work group to address WIA administrative and compliance issues for which the Board has responsibility. This group will also work on coordination issues associated with other agencies and departments, and related categorical programs (e.g. CalWORKs, Carl Perkins [California Department of Education and Community Colleges], Voc Rehab, Employment Training Panel). Representatives include: Legislative; Senate Office of Research; Department of Social Services; Department of Education; Technology, Trade and Commerce Agency; Chancellor’s Office of the California Community Colleges; Department of Industrial Relations; Business, Transportation and Housing; Department of Rehabilitation; and the Employment Training Panel. The first meeting is scheduled for June 5th.

ONE-STOP CERTIFICATION POLICY FRAMEWORK

The work group will present a detailed proposal to the State Board at its late-summer meeting. The policy framework for that proposal is:

- ***Two-Tiered***

Local Areas, many of whom have already instituted certification processes, will be responsible for certifying local One-Stop centers. Local Areas will develop and use their own certification processes, as long as the State-approved One-Stop standards are incorporated. When a Local Area's certification process is completed, it will submit a simple application to the State Board for State certification of the Local Area's One-Stop system. The application procedure will include a list of all One-Stop centers that the Local Area has certified, a description of the Local Area's certification process, and signed Local Area assurances that the local system and its listed One-Stop centers have achieved the State-approved standards. It should be noted that the certification process should, to the extent possible, support efforts already underway or completed at the local level.

- ***Voluntary***

State One-Stop certification will be a voluntary process. Among the reasons for this are recognition and support of the diversity within the statewide One-Stop system (One-Stops designed to conform to community standards/needs, as well as those of the State), the fact that many Local Areas have already instituted certification processes of their own, and the probability that it would require State legislation to mandate unique State standards beyond what is in federal law. In order for a voluntary process to be effective, however, it must include strong and meaningful incentives for participation, and methods for validating information and providing technical assistance.

- ***Based On State-Approved Standards***

The State Board will approve a set of basic standards for One-Stop systems and centers. These standards may include requirements, or compliance standards, from federal law (such as accessibility provisions), and preferred objectives, or quality standards, unique to California (such as evidence of a strong partnership with local business). Local Areas must apply State-approved standards in their certification processes, and may add local standards of their own.

- ***Based On Incentives***

The State Board will approve the use of specific incentives (from a list of proposed incentives that is under development) to be used in the certification process. The incentives that are used must be strong enough and meaningful enough that Local Areas will want to participate. Incentives may range from financial awards, to rewards for excellence, to technical assistance and marketing. An example is the development and use of a State One-Stop "brand" or "logo" that can identify and market certified One-Stops throughout California.

- ***Is Ongoing***

Local Areas may submit amendments to their certification applications at any time in order to report improvements; to add, replace, or remove One-Stop Operators and/or One-Stop centers from lists; or to otherwise reflect changes in the system.

- ***Offers Technical Assistance and Training***

The certification process will include the State's development and delivery of specific technical assistance (such as a certification technical assistance guide) and training specific to developing and improving local One-Stop systems and centers. This may be delivered through a training-for-trainers mode.

- ***Uses Existing Validation Processes***

The State does not have the resources to validate the lists of locally certified One-Stop centers that Local Areas submit (there are currently over 300 One-Stop centers throughout California). Consequently, the work group is exploring the use of existing validation processes which could be combined with a sample, State/local team validation of selected One-Stops after applications for certification have been submitted and approved.

NEXT STEPS

With concurrence from the State Board, the work group will complete the development and presentation of this preliminary State One-Stop certification process and present a full proposal for approval at the State Board's next regularly scheduled meeting. The proposal will include all policy framework elements listed above and will provide specific recommendations for the adoption of both State One-Stop standards and supported incentives. With approval of the One-Stop certification process, the work group will continue with the tasks of developing technical assistance and training and developing a statewide marketing campaign or strategy.

PROPOSED ONE-STOP CERTIFICATION ELEMENTS

1. **Leadership:** Overall, system administration will have taken the steps to meet the basic requirements of the Workforce Investment Act (WIA), but goes further in allowing staff and partners to identify local needs and gather resources to address those needs.
2. **Market Focus:** The system will focus on market driven efforts targeting both job seekers and business including, but not limited to using labor market information to meet customer needs, and engaging economic development efforts.
3. **Customer Driven Services:** The system will reflect knowledge and understanding on the part of all front-line staff of WIA core, intensive, and training services; related local, partner program services; and support services. Customer service efforts, such as satisfaction surveys, will incorporate the needs of both job seekers and business. All customer groups (adults, dislocated workers, youth, and employers) will be taken into account in terms of system design and capacity building efforts.
4. **Ability to Meet the Needs of Individuals with Multiple Barriers to Employment:**
The system will reflect, in concrete terms, the principle of “Universal Access,” meaning access for all customers (including those with barriers) to needed information and services. “Universal Access” will be for both job seekers and employers, and include such elements as outreach, physical and program access assessment, training in non-discrimination and equal opportunity, accommodations for language differences, and so forth.
5. **Partnership and Coordination:** Evidence of the Integration of programs and services among the partners, such as: local Memoranda of Understanding and site contracts; cost allocation and cost-sharing agreements; cross-training plans; joint marketing; shared job development; and shared case management.
6. **Information and Analysis:** Information sharing over program lines, and the development of performance based reporting and management information systems that provide accurate, timely, and useful data, understandable to all workforce partners.
7. **Process Management:** Administrative and operational strategies to engage staff in quality criteria to effect continuous improvement in such areas as communication and long range planning.
8. **Organizational Leadership:** Use of the elements above, as well as other/new systems improvements to inform management and staff throughout the partnership, including but not limited to: communication between Local Boards and Youth Councils; coordination between Local Boards and Chief Executive Officers; communication between Local Boards and their committees; and evidence of leveraging both capital and human resources.

Other Business that May Come Before the Board